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1967

# GRAND JURY

*Annual*  
REPORTS



**CITY AND COUNTY OF**

**SAN FRANCISCO**

**CALIFORNIA**



1967 San Francisco County Grand Jury

Room 469 City Hall

December 31, 1967

Foreman's Letter of Transmittal.

Honorable Alvin E. Weinberger,  
Presiding Judge of the Superior Court,  
Room 426 City Hall,  
San Francisco, California.

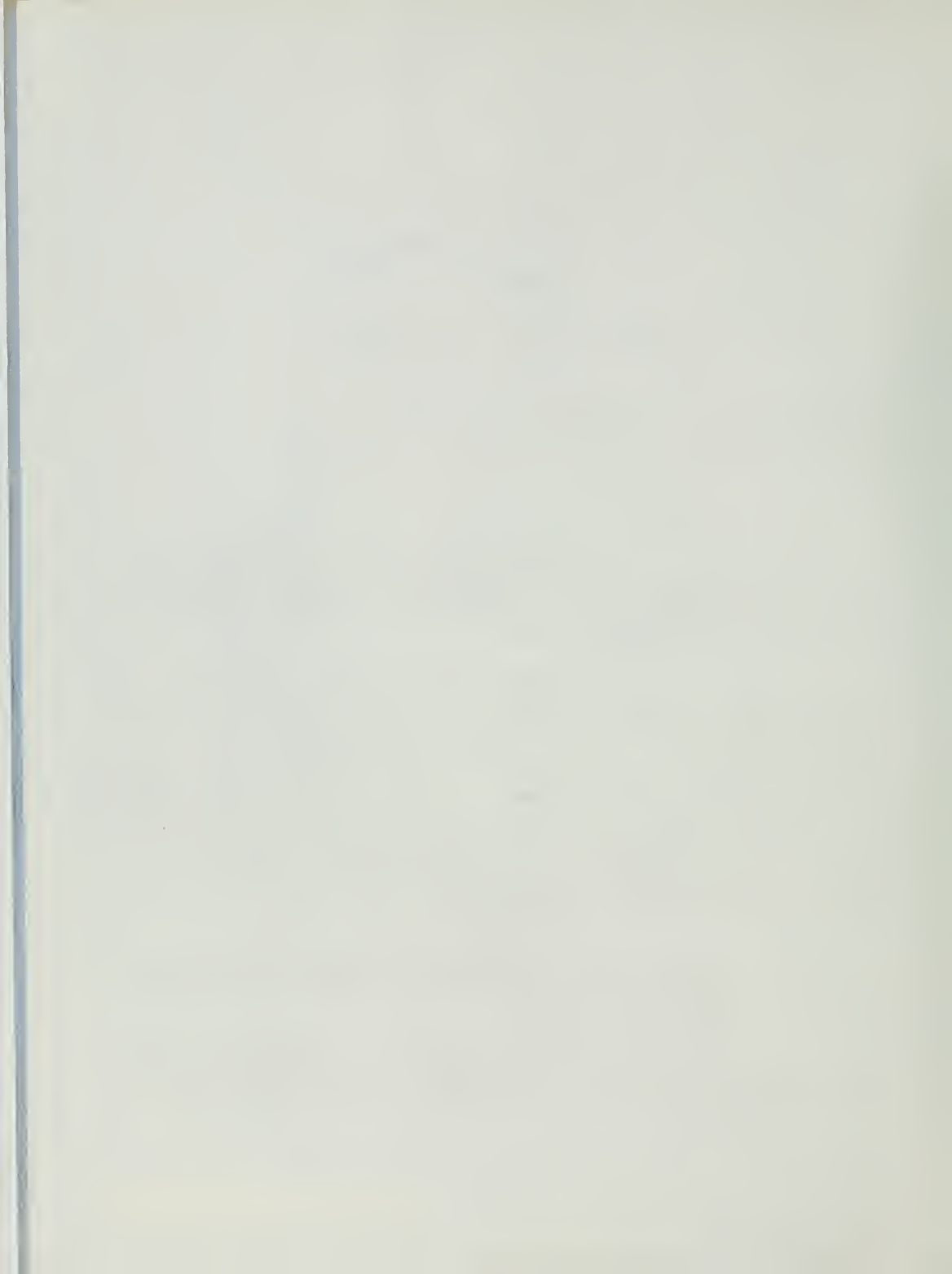
Dear Judge Weinberger:

The report of the 1967 San Francisco County Grand Jury submitted herewith embraces all departments of the seventeen (17) committees. Each committee report not only received the approval of the members of the respective committees, but also the approval of the entire Grand Jury.

Considerable time and effort was expended by each Chairman and their reports are espoused as their observations and recommendations. You will observe certain reports are of considerable length but because of their importance and timing were considered justified. Several special meetings were held with excellent results, the preponderance of which are reflected in the reports in a comprehensive manner. To this end we strongly suggest to the Board of Supervisors after submitting our reports to the respective departments that they make certain a prompt reply is received from each department as to the procedure in the implementation of the recommendations. This Grand Jury has learned that such replies are helpful and undoubtedly will be of assistance to the incoming Grand Jury at its inception.

My sincere thanks to the Members of the Grand Jury for the conscientious and diligent performance of assignments, to Mrs. Grace Anderson, our Secretary, who performed her duties, ever alert, and with dispatch.

I would feel remiss if I did not mention our friend, Ralph A. Sheehan, Grand Jury Statistician, for the many times he was of assistance to the Grand Jury Members and especially to your foreman.



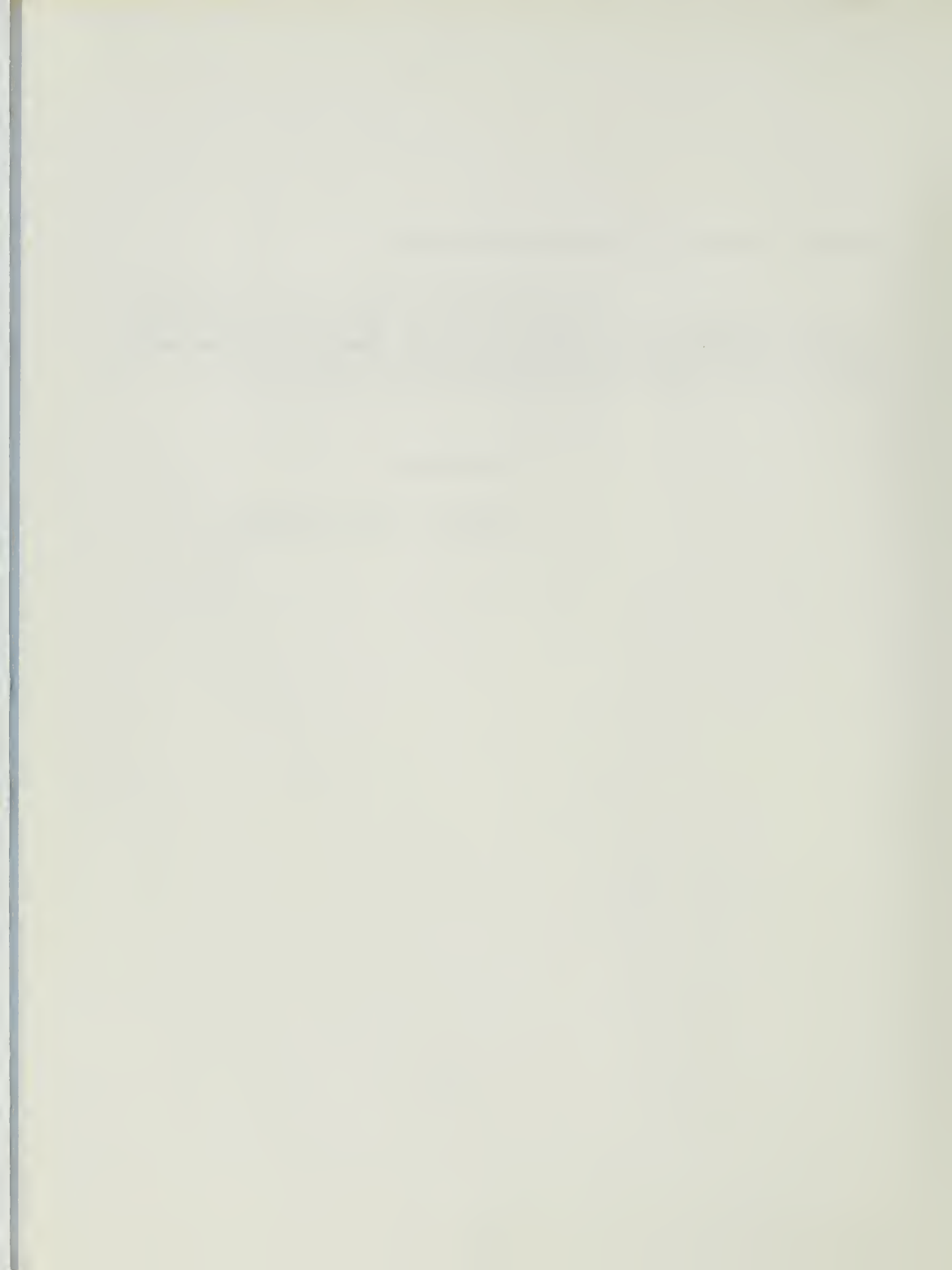


Foreman's Letter of Transmittal (Continued)

To you, Presiding Judge Alvin E. Weinberger, for appointing me as Foreman and for your generous and consistent counsel, I am and shall ever be grateful. Exposure to the vast operations and the various functions of the City and County of San Francisco was a most rewarding and pleasant experience.

Sincerely,

Norbert L. Lyon, Foreman



1967 Grand Jury  
City and County of San Francisco

Carlos Abad

Thomas F. Leong

Lee Bart

Ben Levin

William P. Boggio

Carl S. Olsen

Joseph E. Clisham

Mrs. Laura F. Redmond

Harry L. Cox

Dominic Remaro

Claude Gignoux

Curtis A. Smith

Richard Harms

Arthur E. Stamps, Jr.

H. William Herman

Donald Sweet

Ralph V. Johnson, (Deceased)

Norbert L. Lyon, Foreman

Mrs. Grace L. Anderson, Secretary

Impaneled January 6, 1967

Discharged January 12, 1968



1967 San Francisco County Grand Jury

Committees.

Recreation-Park Department, De Young Museum, Academy of Science,  
Legion of Honor.

Carlos Abad, Chairman  
Thomas F. Leong  
Carl S. Olsen

Mayor, Chief Administrative Officer, Board of Supervisors, Economic  
Opportunity Council, Human Rights Commission.

Lee Bart, Chairman  
Ralph V. Johnson (Deceased)  
Dominic Remaro

Public Works Department, Purchasing Department, Real Estate  
Department.

William P. Boggio, Chairman  
Harry L. Cox  
Richard Harms.

Juvenile Department (Youth Guidance Center).

Joseph E. Clisham, Chairman  
H. William Herman  
Donald Sweet

Social Service Department.

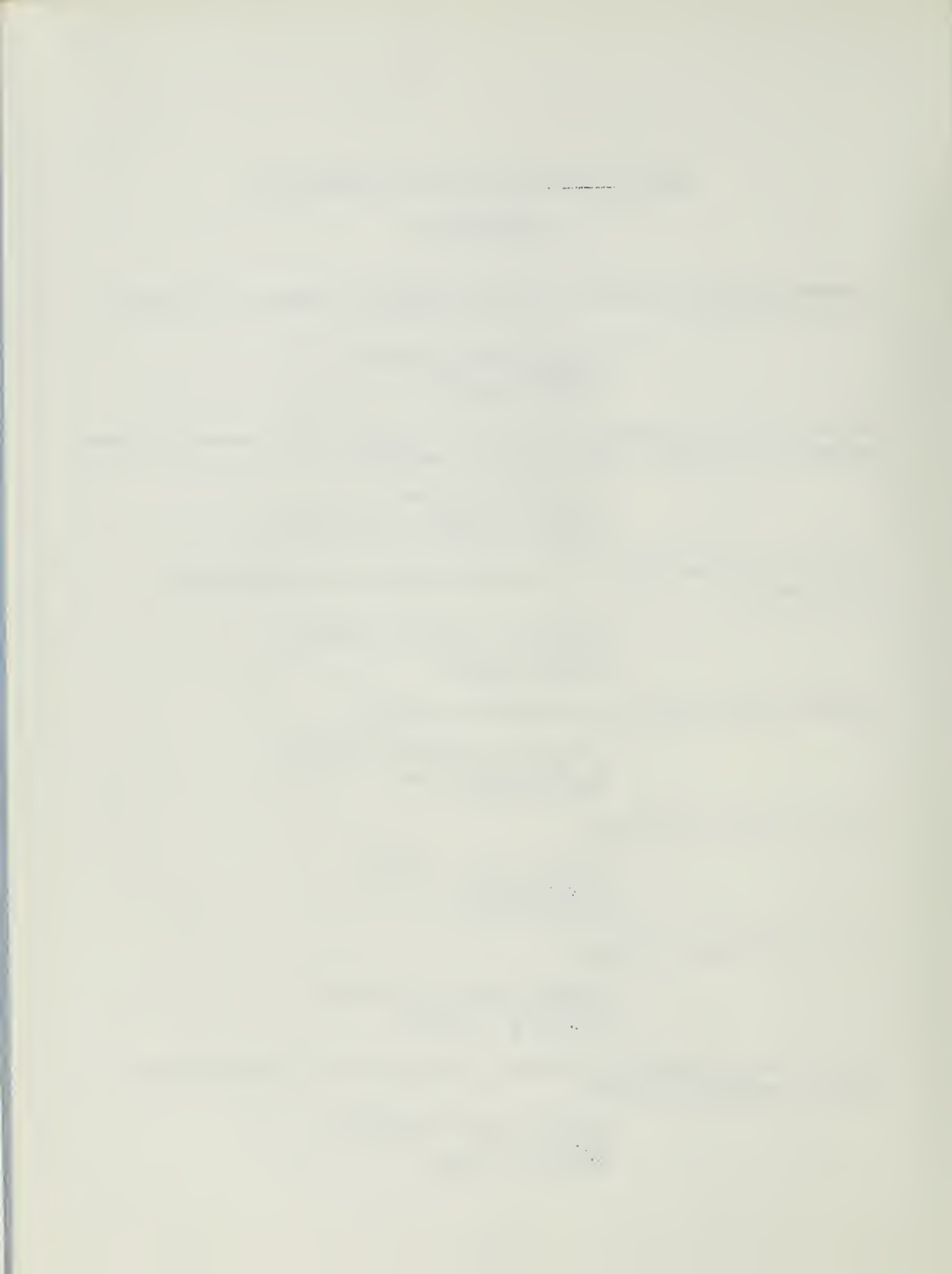
Harry L. Cox, Chairman  
Carlos Abad  
Claude Gignoux

Police Department, Coroner.

Claude Gignoux, Chairman  
William P. Boggio  
Curtis A. Smith

City Planning, Housing Authority, Art Commission, Redevelopment  
Agency, Parking Authority.

Richard Harms, Chairman  
Harry L. Cox  
Thomas F. Leong



Permit Appeals, Libraries, War Memorial, Public Pound.

H. William Herman, Chairman  
Carlos Abad  
Lee Bart.

Public Utilities: Municipal Railway, San Francisco International Airport, San Francisco Water Department, Hetch Hetchy System.

Ralph V. Johnson ,Chairman (Deceased)  
Ben Levin  
Curtis A. Smith

Superior-Municipal Court, Law Library, Adult Probation.

Thomas F. Leong, Chairman  
Ben Levin  
Arthur E. Stamps, Jr.

Civil Service, Health Service System, Retirement System.

Ben Levin, Chairman  
Joseph E. Clisham  
Richard Harms.

Health Department: San Francisco General Hospital, Laguna Honda Hospital, Hassler Health Hospital

Carl S. Olsen, Chairman  
Mrs. Laura F. Redmond  
Donald Sweet

Fire Department, Department of Electricity, Disaster Corps.

Mrs. Laura F. Redmond, Chairman  
H. William Herman  
Carl S. Olsen.

City Attorney, District Attorney, Public Defender, Sheriff.

Dominic Remaro, Chairman  
Claude Gignoux  
Ralph V. Johnson (deceased)

Controller, Data Processing, Assessor, Treasurer.

Curtis A. Smith, Chairman  
Dominic Remaro  
Arthur E. Stamps, Jr.





Finance and Records Department: County Clerk-Recorder, Public Administrator-Public Guardian, Registrar of Voters, Tax Collector, Agricultural Commissioner, Sealer of Weights and Measures.

Arthur E. Stamps, Jr., Chairman  
Lee Bart  
William P. Boggio

Department of Education.

Donald Sweet, Chairman  
Joseph E. Clisham  
Mrs. Laura F. Redmond.

Ex-Officio Members of all Committees:

Norbert L. Lyon, Foreman  
Mrs. Grace L. Anderson, Secretary



1967 Grand Jury of the City and County of San Francisco.

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## POLICE DEPARTMENT

The Police Committee of the 1967 San Francisco Grand Jury in making the following suggestions, recommendations and observations would like to indicate, without reservation, that they are made with the sincere hope of assisting and/or aiding the Police Department in building for the future.

Your Police Committee in submitting this final report has reviewed, with interest, past Grand Jury Reports and Recommendations. We have inspected various police units and facilities. We have had many discussions and meetings and have received information from all ranks of the Department. We have had the opportunity to patrol the streets with members of the "S" Squad and of the Intelligence Unit. Additional meetings were held with the Executive Board of the Police Association, Canine Patrol and the General Manager of the Corporation Yard. From the above mentioned activities, we are pleased to submit our findings.

In examining our Police Department, one finds many areas of excellence, i.e., command personnel, specialized units, patrol force and in related programs. However, as in any organization one finds areas in which improvement could be made.

A close study of the Intelligence Bureau of Special Services Unit, Community Relations Bureau, Narcotics Bureau, Juvenile Bureau, "S" Squad, Inspectors Bureau, Planning and Research Bureau and the Police Academy show a remarkable degree of professionalism and dedication. Individuals from these sections have been quite impressive in their area of investigative ability, courtroom presentations and in their appearance before the Grand Jury. A report covering the operations of these divisions would be a testimony of responsible police activity under adverse conditions. Reports given this year - verbal, pictorial and written of preventive police action, arrests, surveillance, intelligence, crowd control, etc., could be the basis for an all time "Best Seller" and undoubtedly would make the citizens of San Francisco proud of their Department.

Generally speaking, it is our feeling that morale between men and command personnel is good. One reason for this condition we feel is due to the Chief's willingness to meet with representatives on any and all issues. However, morale may sag, and understandably so, due to difficulty in adjusting to recent legal decisions, vulnerability of officers to the threat of law suits regardless of how efficiently and effectively they do their job and constant harassing by pressure groups.



## POLICE DEPARTMENT (continued)

### RECOMMENDATION:

The present structure places too heavy a burden on the Chief of Department in the area of administrative functions. As indicated in the 1961 Blyth-Zellerbach Report and based on programs which other progressive departments have instituted, it is our recommendation that this section of the Police Department organizational structure be revised in order to furnish the Chief Administrator with an Assistant Chief and four or possibly five Deputy Chiefs. We feel that re-organization in this direction would benefit everyone in the service, afford better policing in San Francisco and enable the Department to better handle the hour to hour challenges faced daily

### RECOMMENDATION:

Recruitment and retention of personnel is another area in which all past Grand Juries have commented on and which is still a major problem to those responsible for the operation of our Police Department. Standards are necessarily high and should not be sacrificed for mere numerical strength. A program which should be considered is one covering the establishment of more promotional opportunities, better wages, retirement pay based partially on the cost of living index, time and one-half for overtime, additional pay for night work and some type of a longevity program for years of service. Additionally, rotation or transfer of men into specialized units should be based on merit and aptitude. This would be a step in the right direction to make membership in the Department a life time career. We also recommend that the Police Commission continue to press for elimination of archaic recruitment requirements in the City Charter.

### RECOMMENDATION:

Manpower Shortage. The Communications Bureau has approximately fifty policemen assigned to it. Some thought should be given to using clerical employees who could perform many of these functions thus releasing patrolmen for other duties, meantime, maintaining a small crew of police officers for supervision and emergencies. The Bureau of Identification and the Record Room also have un-informed personnel performing clerical work that could be done at less expense by civilian help. Furthermore, a solution should be found for the manpower wasted doing guard duty for prisoners at the City and County Hospital.

### RECOMMENDATION:

The present practice of replacing Police Automobiles should be changed to a program whereby new units would be furnished every two to two and one-half years. This we feel is necessary due to the mounting expense of maintaining the vehicles. Another idea that



POLICE DEPARTMENT (Continued)

RECOMMENDATION (Continued)

might prove helpful in reducing costs in this area would be a Driver Education Program. Furthermore, and which was noted in the 1966 Grand Jury Report, we recommend that additional units be made available to the Canine Patrol. We further recommend that a little imagination be applied in the purchase of unmarked police cars for investigative activities, i.e., purchases of other than standard models, which are now known to all underworld persons.

RECOMMENDATION:

With crime today becoming the nation's number one internal problem, arrests in San Francisco alone are in excess of 5,000 per month, it is quite clear and imperative that a Patrol Force should not be a group of men in blue uniforms available to answer "Barking Dog" and "Playing in the Street" complaints, but properly trained and supervised, intelligent, keen observant, professional Police Officers dedicated to their duty and responsibility on constant, irregular and noticeable patrol with the primary purposes of the deterrence of crime and the protection of the people and their property.

The San Francisco Police Department is recognized throughout the United States as an efficient and progressive law enforcement agency and this committee feels it is imperative to go on record commending the officers and men of the Police Department for the outstanding and efficient manner in which they have conducted themselves, at times, under very difficult conditions.

The selection of the present Chief to the President of the United States Commission on Law Enforcement and Administration of Justice is an indication of the quality of leadership that our Department enjoys.

William P. Boggio

Curtis A. Smith

Claude Gignoux, Chairman



### THE PARK AND RECREATION DEPARTMENT.

This Department is responsible for over 5,000 acres of land and employs approximately 600 people using two hundred pieces of equipment, was visited several times by the Committee.

Forty to fifty lawn mowers are continually in the shop for repairs or are unrepairable.

Vandalism and thievery is at an all time high.

#### RECOMMENDATIONS:

Some plan of preventative maintenance should be adopted for machinery. Continued and expanded police surveillance, if possible, should be insisted upon. Perhaps, a program appealing for public support should be instituted, through the Department's own Public Relations Officer, for prevention of vandalism.

The elimination of automobile traffic in certain areas is excellent and should be expanded as soon as reasonably possible.

Camp Mather which is under the jurisdiction of the Park-Recreation Department should be given publicity so that more of the citizens of the City and County can take advantage of one of our finer recreational facilities.

We further recommend that the Department explore jointly with the Controller the possible application of machine procedures to registration practices at the golf courses.

Considering the varied and wide spread facilities under this Department this Committee believes that the General Manager, the appointed Commissioners, and the staff are doing a remarkable job.

Carl S. Olsen

Thomas F. Leong

Carlos Abad, Chairman





### CONTROLLER'S OFFICE.

A review has been completed in the Controller's Office of action taken by the various departments of City Government on the John F. Forbes Survey conducted during the year 1965.

The Controller's Office has on file replies from over 47 different city sections and departments indicating action taken or reasons for non-compliance with findings and recommendations.

Mr. Nathan Cooper's people graciously furnished us with copies of these replies and we have studied them during the year.

We find that in the great majority of cases the various department and/or sections received and acted on the reports and suggestions in a positive and business like manner.

In the few cases where the suggestions or recommendations were not accepted the reports indicated that the only way they could implement them would be through the addition of employees to the staff.

### RECOMMENDATION:

The simple solution of adding "Employees to the Staff" or "Money to the Budget" should never be adopted as a cure all until all other measures or means have been exhausted. The addition of untrained and inexperienced people is often a burden since few city departments have the facilities or personnel to devote to proper training.

It is our belief that these cases should be reviewed by an experienced administrator on Mr. Cooper's Staff with a view to implementing the changes recommended by the Survey by streamlining the local procedures without adding employees.

Often systems and methods that have grown through the years can be viewed by a stranger or outsider and improved through the use of various labor saving devices, i.e.:

A. The use of manually prepared "Snap Out" forms to replace typed letters.

B. The revision of forms in departments to permit multiple use by more than one department.



CONTROLLER'S OFFICE (Continued)

C. The application of the "WHO, WHAT, WHY, WHERE, AND WHEN" technique of questioning to every minor job claimed to be necessary in each section and department.

D. Adoption of a positive and intelligently planned training program for all employees within each section or department. This can be a simple "Job Rotation" plan in small groups or a one-half day per month discussion class in larger groups. All efficient, profit making corporations have such a plan.

The above recommendations must, of course, have the full cooperation of the Department Heads.

We commend Mr. Nathan Cooper and his staff on the follow-up made on the costly John F. Forbes Survey.

Arthur E. Stamps, Jr.,

Dominic Remaro

Curtis A. Smith, Chairman.



### OFFICE OF THE ASSESSOR.

This Committee met with Mr. Joseph E. Tinney, Assessor, and his Staff and also inspected the operation of the office.

Mr. Tinney has divorced his office from all dollar collection activities. He has merged the Land and the Building Assessors into one group. He has relegated all local I.B.M. Equipment to the Data Processing Center and is disposing of thousands of items of useless or duplicated records.

The office has been re-arranged in an orderly and sightly manner.

The recent reappraisal of San Francisco Land and Buildings in accordance with A.B. 80 was handled with dispatch.

### RECOMMENDATION:

Mr. Tinney has made tremendous progress in updating his office and functions. He should be supported by budget amounts that will permit him to further improve the appearance of this public office.

In the event that funds cannot be made available for complete re-equipping of furniture and office equipment some consideration should be given to the refurbishing of such fixtures in order to present a pleasing effect to the public as well as giving the employees in the department some pride in their work location.

Repainting and retopping of desks and tables can be accomplished quickly and at a fraction of the cost for new equipment on a continuing maintenance program.

This committee commends Mr. Tinney and his Staff for the improvements made in the short space of time he has been in office.

Dominic Remaro

Arthur E. Stamps, Jr.,

Curtis A. Smith, Chairman



## CONTROLLER'S SECTION

### E.D.P. CENTER

#### Introduction

An extended study has been made on this subject concerned with several features, i.e.:

- A. Present operations of E.D.P.
- B. Future plans for E.D.P.
- C. Plans for assimilation of numerous outdated installations of equipment in various city offices, with resultant savings in rental expenses.

In this connection, Mr. N. Cooper and Mr. W. Millard have appeared before the entire Jury several times, in addition to the Committee discussions.

#### Observations

The E.D.P. Section in the Controller's Department, under the direction of Mr. Millard, appears to be well on the way toward implementing an up-to-date and effective E.D.P. System.

The use of third generation equipment paves the way to a complete and efficient system that will not only save hours of manpower presently spent updating manual records, but will produce results unobtainable under manual procedures.

To accomplish this, the E.D.P. Section is conducting extensive studies to determine requirements of existing manual operations (or semi-mechanized operations) to produce a complete and modern system.

The first of these systems is the Visual Display Information System for the Department of Social Services. This, in effect, will furnish ready access by means of a visual display of records of some 60 widely separated locations of Social Service Agencies in the city.

This means that a number of manual card records, each slightly different, are now combined and stored in the computer. Each record is readily accessible, by qualified persons, and can be quickly converted or updated.





## CONTROLLER'S SECTION E.D.P. CENTER (continued)

This system is now working and will be completed 100% early in 1968.

Additional systems are in the trial stages or in the planning stage for Tax Collector, Assessor, Controller, Fire Department, Payroll, Health Department, Civil Service, and others.

We attach as Appendix "A" to this report a detail of D.P.C. planning for the last quarter of 1967 and the year 1968. This should be made available to every Department Head, as should subsequent revised versions.

## RECOMMENDATIONS

A. A monthly or quarterly conference including high level city employees should be held to apprise them on the current status of E.D.P. planning.

B. A simple monthly information bulletin should be prepared in layman's language for distribution to all city Departments and Sections. This bulletin should briefly state progress to date on E.D.P. conversions.

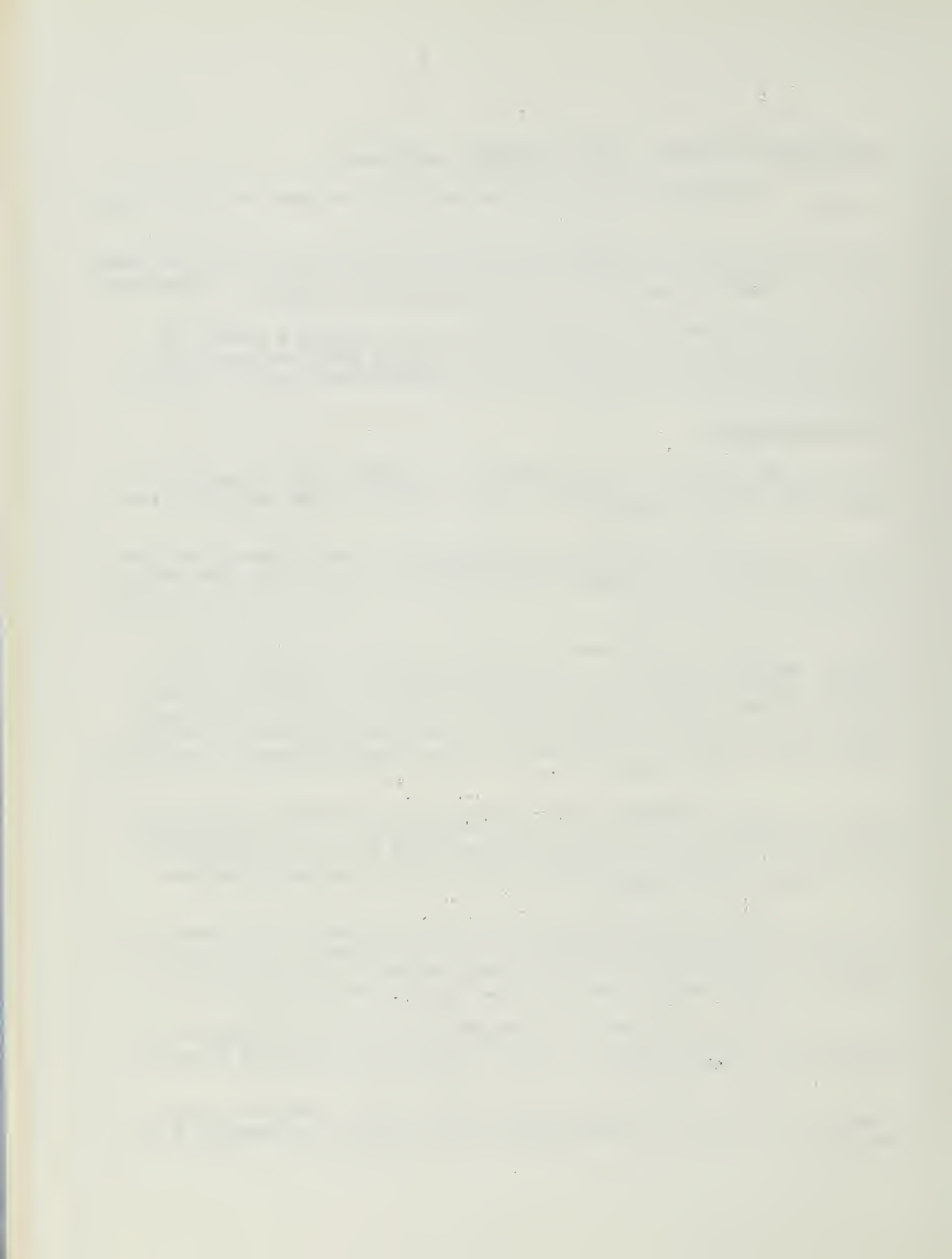
Continual reference should be made to the fact that machine applications will not eliminate people, but will assist them to produce results more accurately and more promptly than is possible under manual procedures; and, in view of the continual shortage in almost all Departments of trained replacements, will enable them to take up the slack of jobs vacated through promotions, sickness, or retirements.

C. A program of tours should be instituted for key employees, planned to introduce them to advanced E.D.P. techniques. This could be a long-term program conducted by a knowledgeable employee for groups of not more than 10 city employees per week in, perhaps, 1-hour sessions.

"Our experience with most city Departments indicates that most employees fear the advance of E.D.P. or view it as simply an oversize adding machine based on their experience with existing independent installations generally antiquated or incomplete."

These views can be corrected or improved by exposure to the present "Visual Terminal System" now in operation by means of friendly conducted tours.

Note: All modern business firms have found that some version of the above recommendations are vital to successful E.D.P. Cutovers.



CONTROLLER'S SECTION E.D.P. CENTER (continued)

Observation

The recent decision to mechanize all major payroll operations appears to be the answer to continuous complaints on the part of city employees. We have been advised that this activity, when programmed, will be designed to dovetail into the long-range overall plan for an Integrated Personnel Services System, covering Payroll, Retirement, Health Service, and Civil Service.

RECOMMENDATION

Advise all employees through the medium of the aforementioned bulletin of the progress of the cutover. Include in the bulletin names of city employees working on the system design, programming. Mention the obstacles to be overcome and furnish them progress schedules. In other words, make them a part of the cutover. This is an excellent opportunity to sell mechanization.

Observation

The City and County of San Francisco is big business. Many of the responsible people in city government are appointed Commissioners who donate what time they can spare from their own business to aiding their city. The best possible use should be made of this time. They should not be encumbered with petty administrative details, such as hiring or firing of employees, pay check errors or complaints, statistical reports, etc.

RECOMMENDATION

The City and County of San Francisco should move with alacrity to adopt mechanical procedures in lieu of ponderous and inaccurate clerical procedures (the recent election mess, for example) wherever possible.

This Committee is aware that mechanization is not the answer to all ills or the solution to all problems; however, it does have a predominate place in modern business.

COMMENDATION

We commend Mr. N. Cooper and Mr. W. Millard on the progress they have made and on the imaginative and progressive usage of E.D.P. equipment to city functions.

Dominic Remaro

Arthur E. Stamps, Jr.

Curtis A. Smith, Chairman



## APPENDIX A

### DATA PROCESSING CENTER (E.D.P.) PLANNING

#### THE DATA PROCESSING CENTER

OVERALL OPERATING PLAN FOR PERIOD JULY TO DECEMBER, 1967

1. Social Service

Complete first phase Social Services "On Line" System; terminals installed; full information retrieval capability operational.

2. Accounting and Finance

Complete first phase Accounting Information System; terminals installed; full information retrieval capability operational; some "on line" updating operational.

3. Health and Hospitals

Implement Medicare and Medical Billing. Finalize master plan for San Francisco Public Health and Hospital System. Initiate development and implementation phases.

4. Assessor and Tax Collector

Meet the requirements and "Massive" system changes required by AB 80. Provide the Assessor with "on line" retrieval capability of property information. (First phase of Property Information System.)

5. Finalize Civil Service Classifications for E.D.P.

6. Maintain existing systems and production requirements which serve 20 city Departments.

7. Develop Criminal Justice System proposal.

8. Initiate Design and implementation of Integrated Personnel Service System.

9. Complete the conversion of all property systems to System 360.



## APPENDIX A (continued)

### SAN FRANCISCO PROPOSED IMPLEMENTATION OF E.D.P. INFORMATION SYSTEM AT DEPARTMENT OF SOCIAL SERVICES

#### Third Quarter 1967

##### A. Visual Display Terminal Inquiry

Initial terminal installation at Central Index (585 Bush Street) with four terminals having inquiry access to existing E.D.P. information.

##### B. Complete processing system design.

#### Fourth Quarter 1967

##### A. Visual Display Terminal Update (parallel).

Additional terminals placed at 585 Bush Street Office at Tabulating Keypunch Section for parallel updating.

##### B. Central Terminal Updating

Discontinue keypunching and maintain information from Tabulating Section by terminal.

##### C. Concurrent with terminal installation program information processing system.

#### First Quarter 1968

##### A. Decentralized terminal installation at other Social Service offices.

1. 16 terminals to 150 Otis Street office.
2. 16 terminals to 965 Mission Street office.
3. 8 terminals to 1680 Mission Street office.
4. 16 terminals to 1360 Mission Street office.

##### B. Terminal inquiry from all Social Service offices.

##### C. Pilot test of inquiry and update by one Social Service unit.

##### D. Start implementation of processing systems for final conversion from 1410 computer system.

#### Second Quarter 1968

##### A. Decentralized terminal update by each Social Service unit.





APPENDIX A (continued)

- B. Complete conversion of 1410 and tabulating processing systems.
  - 1. Recipient payroll
  - 2. Renewal control
  - 3. Food certificate production
  - 4. State reporting
- C. Add new processing functions to system.
  - 1. Statistical reporting
  - 2. Face sheet system
  - 3. Foster home payroll
  - 4. Caseload inventory
  - 5. General assistance payroll
- D. Add 24 terminals to system for increased processing load.

Third Quarter 1968

- A. Add additional processing functions to system.
  - 1. Automatic case budgeting Old Age Security.
  - 2. Automatic case budgeting AFDC.
- B. Add case management process to system.

ASSESSOR

PROPERTY INFORMATION SYSTEM

- Fourth Quarter 1967 -
  - 1. Create mailing address file.
  - 2. Update the mailing address file through Tele-processing terminal.
  - 3. Prepare unsecured field book.
- First Quarter 1968 -
  - 1. Build cross-reference files:
    - Volume block lot - Situs address,
    - Situs address - Volume block lot
  - 2. Create - ownership file
    - secured master file
  - 3. Update valuation statistics through



## APPENDIX A (continued)

4. Tele-processing terminals.  
4. Prepare unsecured registers.
- Second Quarter 1968 - 1. Build cross-reference files: ( To take place  
Volume block lot - Owner, ) at ALPHA In-  
Owner - Property ( dex Register  
2. Prepare secured and un- ) through ter-  
secured rolls tax bills. ( minal.
- Third Quarter 1968 - 1. Complete Tele-processing network for  
Assessor.  
2. Prepare delinquent roll and block book and  
register.
- Fourth Quarter 1968 - 1. Tele-processing tax collection system.  
2. Unsecured - Business processed through  
Tele-processing.
- First Quarter 1969 - 1. Controller tax collection system delinquent  
roll on Tele-processing.
- Second Quarter 1969 - 1. City Planning and Public Works sharing the  
property file.
- Third Quarter 1969 - 1. Fire Department, Department of Public  
Health, Weights and Measures, Inspection  
and investigation schedule will share  
Property file.
- Fourth Quarter 1969 - 1. Completing integrated property information  
system for the City and County of San  
Francisco.

## HEALTH DEPARTMENT

### PUBLIC HEALTH AND HOSPITALS

- October through  
December 1967 1. Batch processing of Billing Information  
for Billing Office.  
2. Batch processing to produce:  
a. Daily census reports;  
b. Daily admissions reports;  
c. Daily discharge reports.  
3. Welfare eligibility for admissions for  
in-patients.
- January through  
March 1968 1. Accounts receivable reports.  
2. Welfare eligibility for out-patients.
- April through  
June 1968 1. Implementation of patient master identifi-  
cation history file on line.



## APPENDIX A (continued)

- |                                  |  |
|----------------------------------|--|
|                                  | <ol style="list-style-type: none"><li>2. Implementation of in-patient file on line.</li><li>3. Partial on-line implementation of census and bed control.</li></ol>   |
| July through<br>September 1968   | <ol style="list-style-type: none"><li>1. Begin using in-patient identification badges.</li><li>2. Bio Chemistry on line to 360 computer updating in-patient file with results.</li><li>3. Automated internal laboratory Bio Chemistry Procedures.</li></ol>    |
| October through<br>December 1968 | <ol style="list-style-type: none"><li>1. Hematology internal laboratory procedures and updating of results on patient file.</li><li>2. Radiology on line with 360 computer with X-ray requests and results, updating patient file.</li></ol>                   |
| January through<br>March 1969    | <ol style="list-style-type: none"><li>1. Blood Bank procedures automated and posted to patient file.</li></ol>   |
| April through<br>June 1969       | <ol style="list-style-type: none"><li>1. Pharmacy, inventory control, and cost accounting.</li><li>2. Microbiology, internal procedures automated and patient record updated.</li><li>3. Partial installation of terminals in nursing stations.</li></ol>      |
| July through<br>September 1969   | <ol style="list-style-type: none"><li>1. Complete installation of nursing station terminals.</li><li>2. Supply - Inventory and cost accounting.</li><li>3. Radio isotopes internal procedures automated and up-dating of patient record in computer.</li></ol> |
| October through<br>December 1969 | <ol style="list-style-type: none"><li>1. Dietary - Inventory, menu planning, etc.</li><li>2. All remaining isolated clinic laboratory.</li><li>3. Payroll labor distribution and attendance accounting.</li></ol>  |

After the implementation of each program in San Francisco General Hospital, the application will be implemented at Laguna Honda and Hassler Hospitals with no additional programming.

## LIBRARIES

January through March 1968 - Library Serials Control System.

1. Account for all publication due in and when received.



APPENDIX A (continued)

2. Print title catalogs.
3. Print subject catalogs.
4. Print language catalogs.
5. Notify personnel by computer when to bind publications and prepare binding instruction slips.
6. Serial holding reports.

ACCOUNTING INFORMATION - BUDGET

FINANCE AND ACCOUNTING

As of today, the following has been accomplished in the field of Accounting Information:

1. Appropriation ledger is now on the 360/50.
  - a. All transactions on file up to date.
2. The expenditure side of the general ledger is on the file.
3. Access to inquiry and update through T.P. terminals are on an ON LINE BASIS completely debugged.

BUDGET

- |                     |  |
|---------------------|--|
| Second Quarter 1968 | 1. Review and evaluation of existing budget system.                          |
|                     | 2. Begin system design and specifications.                                   |
| Third Quarter 1968  | 1. Complete system design and specifications.                                |
|                     | 2. Plan conversion with pilot project and debug.                             |
| Fourth Quarter 1968 | 1. Create departmental worksheet and establish linkage to budget statistics. |
|                     | 2. Complete experience pick-up.  |
| First Quarter 1969  | 1. Complete departmental requests.   |
|                     | 2. Begin Mayor's and Board of Supervisors' allowances.                       |
| Second Quarter 1969 | 1. Complete Mayor's and Board of Supervisors' allowances.                    |

DISBURSEMENTS

- |                     |  |
|---------------------|--|
| Fourth Quarter 1967 | 1. Conversion of files on 1410 computer.   |
|                     | 2. Installation of 2260 T.P. terminals and 1053 printer terminal in Controller's General Office. |
|                     | 3. Orientation and instruction of terminal   |





## APPENDIX A (continued)

use by simulating terminal updating and debugging.

- |                     |  |
|---------------------|--|
| First Quarter 1968  | 1. Add encumbrance, payment files, and create warrant outstanding file.  |
| Second Quarter 1968 | 1. Create linkage to budget statistics and expense outlay (General Ledger).<br>2. Full installation and use of the system by Controller.<br>3. Begin development and installation of department terminals. |
| Third Quarter 1968  | 1. Continue development and installation of department terminals.<br>2. Begin outstanding warrants reconciliation.   |
| Fourth Quarter 1968 | 1. Continue development and installation of department terminals.<br>2. Finish outstanding warrants reconciliation.<br>3. Establish repayments and refunds.  |

### RECEIPTS - REVENUES

- |                     |  |
|---------------------|--|
| Fourth Quarter 1967 | 1. Development of revenue classification system.<br>2. Begin system design and specifications.   |
| First Quarter 1968  | 1. Complete system design and specifications.<br>2. Begin pilot project and debugging.   |
| Second Quarter 1968 | 1. Development of interface with budget system.<br>2. Development of interface with general ledger.  |
| Third Quarter 1968  | 1. Continue work of 2d quarter.  |
| Fourth Quarter 1968 | 1. Complete development of interface with both the budget and general ledger.<br>2. Complete revenue reports.<br>3. Review and evaluation of revenue system. |

### PAYROLL - RETIREMENT - HEALTH SERVICES - CIVIL SERVICE

The Data Processing Center is now finalizing a proposed plan for an integrated personnel services system to be implemented in three phases, with the first phase complete by July 1, 1968.

The systems specifications call for development and maintenance of a single, master record for each employee to replace the many now being maintained by the Controller's Payroll Division,



APPENDIX A (continued)

Employee Retirement, Health Services, and Civil Service.

The systems specifications likewise provide for significant expansion and improvement of services to these same agencies.

CRIMINAL JUSTICE SYSTEM

There is a great need for the design and implementation of E.D.P. Systems aimed at assisting those agencies concerned with the administration of criminal justice in the City and County of San Francisco.

There is now no major staff or dollars budgeted for such a task.

Agreement has been reached with the San Francisco Police Department for a "joint" development and presentation of a proposal for a major E.D.P. effort in this area, as soon as possible.

SAN FRANCISCO DEPARTMENTS RECEIVING  
SERVICES FROM THE DATA PROCESSING CENTER

Assessor	Treasurer
City Planning	Registrar of Voters
Civil Service	Tax Collector
Controller	Purchasing
Public Works	Department of Public Health
Human Rights Commission	Unified School District
Municipal Court	Light, Heat, and Power
Police	Airport
Department of Social Services	Water



PUBLIC POUND.

This Grand Jury Committee can find nothing in the way of recommendations to improve the operation of this facility. In fact, we commend the S.P.C.A., under the direction of Mr. Charles W. Freidrichs, for the fine service they are performing for our city.

We, as citizens of San Francisco, should be grateful that the S.P.C.A. is willing to take on this responsibility, at a considerable saving to the city, and should take every opportunity to support their cause.

Carlos Abad

Lee Bart.

H. William Herman, Chairman



PUBLIC UTILITIES COMMISSION  
SAN FRANCISCO AIRPORT.

The entire Grand Jury visited the airport and inspected various "behind the scenes" activities.

The Grand Jury Utilities Committee also met with Mr. James K. Carr and his assistant, Mr. James J. Finn.

The growth of our airport for the future was secured by the passage of a bond issue of \$98,000,000 on November 7, 1967. Following the election, we discussed plans for the use of this money with Mr. James K. Carr, and his assistant, James J. Finn. We feel that this money will be used to the best advantage for the growth of our great airport.

RECOMMENDATION:

We suggest that particular emphasis be placed on general cleanliness of all public facilities keeping in mind that the general public has little or no knowledge of the vast and tremendously busy activities behind the facade of the airport buildings, but rather judges its management by the condition of the garages, waiting rooms and rest rooms.

It is with regret that in closing we have to report that our very capable and beloved Chairman, Mr. Ralph V. Johnson, passed away and that this report is being submitted by Ben Levin and Curtis A. Smith, as Co-Chairmen.

Ben Levin                    )  
Curtis A. Smith            ) Co-Chairmen

Ralph V. Johnson, Chairman, (deceased)





### CALIFORNIA PALACE OF THE LEGION OF HONOR.

The California Palace of the Legion of Honor is managed by a Board of Trustees composed of seventeen members. The City and County of San Francisco is responsible for the maintenance and operation of this museum. The Board of Trustees are responsible for the art, culture and amusements provided for the many thousands of visitors, tourists and local people alike. Mr. Thomas Carr Howe and Mrs. Marie Jensen are employed by the Board of Trustees as Director-Curator and Secretary respectively, of this museum, considered by us as a pearl among pearls of museums in the Western United States.

#### RECOMMENDATION:

Weekends and special events transportation is now supplied by Municipal Railway services and should be continued.

#### RECOMMENDATION:

The undersigned recommend that this fine institution be given due considerations in budgetary requests.

.....

### THE CALIFORNIA ACADEMY OF SCIENCE

This Academy is reputed to be 112 years old and considered by many as one of the oldest scientific institution in the West.

It is devoted to:

1. Research in the natural sciences and the publication of results.
2. The amassing, the care, and the protection of irreplaceable collections of specimens.
3. A world-wide exchange of scientific information, both through specimens and publications.
4. Public education in science through its Museums, the Aquarium and the Planetarium.

The annual attendance at the Academy has been over 3,000,000. It is probably the best attended attraction in the City and County. There are eight departments with over 8,000,000 objects of science, such as bugs, animals, and plants.



The California Academy of Science (continued)

The budget request for \$1,978,000 represents only one-third of the annual budget of the Academy. The remaining two-thirds of the budget comes from privately endowed foundations, with some additional income of the percentage of gross sales at the "Snack Bar" and the Planetarium.

We are of the opinion that this institution is well managed and operated under the directorship of Dr. George Lindsay.

.....:~:~:.....

M. H. DE YOUNG MEMORIAL MUSEUM

The De. Young Museum, similar to the California Palace of the Legion of Honor, is managed by a Board of Trustees composed of seventeen members. The City and County of San Francisco is responsible for the maintenance and operation and the Board of Trustees are responsible for the art, culture and amusements provided for the thousands of visitors. Mr. Jack MacGregor and Mr. Philip Carlson are employed by the Board of Trustees as Director-Curator and Secretary, respectively, of this museum. This museum is considered by many as one of the finest in the United States and has an annual attendance of over 1,000,000 people.

The new wing to house the Brundage oriental collection is well managed and in our opinion, adequate security has been given same. The City and County of San Francisco has given this collection preferential treatment, money earmarked for other projects in the museum was deleted and spent on this particular collection.

We recommend that Mayor-Elect, Joseph Alioto, restore the \$250,000 item to the supplementary budget for construction to house the "Judge Lucius Green" collection of old masters under the provision that a special room be provided for it.

Carl S. Olsen

Thomas F. Leong

Carlos Abad, Chairman



## MUNICIPAL AND SUPERIOR COURTS.

The Criminal Departments of the Municipal and the Superior Courts are housed in the Hall of Justice where each enjoys modern accommodations and facilities especially designed to meet its needs. The Civil Departments of the two Courts, located in the City Hall are not so fortunate.

City Hall was never designed for occupancy by these Courts. It does not provide proper space for jurors, witnesses, litigants or attorneys.

The buildings' heating system is antiquated and cannot adjust to changing San Francisco temperatures. The courtrooms range from unbearably hot to uncomfortably cold. This is also true of the corridor where large numbers of witnesses, scheduled to appear before the Grand Jury, await in discomfort their turn to testify.

Year after year, Grand Jurors have continuously advocated the construction of a new building to house the Courts. In the past, the majority of the voters have also given their approval at the polls, even though the measures failed to receive the required two-thirds vote.

It is this Committee's strong recommendation that a bond issue for a new Court House be submitted again to the voters of the City and County of San Francisco.

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## ADULT PROBATION.

The Adult Probation Department is charged with responsibility for pre-sentence investigations, supervision of probationers and collection of fines and funds relative to failure to provide for dependents.

Along with the City's steadily growing crime rate, this Department's work load continues to increase at a highly accelerated pace. Consistent with the 1966 City and County Grand Jury Report, this Committee also finds the Department understaffed.

The 1966 State Legislature enacted the "Work Furlough" law. When implemented, a qualified person imprisoned for debts imposed by judicial authority is released to his job during working hours



Adult Probation (continued)

and returned to prison at the close of the work day. His earnings are then applied to reduce his indebtedness. Certain costs of this program are borne by the State.

This Committee believes such a program would be advantageous if adopted in San Francisco; therefore, we recommend that the Board of Supervisors explore amending the City and County's Charter to accommodate the Work Furlough Law.

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LAW LIBRARY.

Space provided on the fourth and fifth floors of the City Hall is wholly inadequate to house the complete Law Library. Thirty thousand volumes are maintained in the Mills Tower Building, while another several thousand are stored in the basement of the City Hall.

This Committee recommends that when a new Court House is constructed adequate provision for a modern Law Library be made.

Ben Levin

Arthur E. Stamps, Jr.

Thomas F. Leong, Chairman





## DEPARTMENT OF SOCIAL SERVICES.

The function of the Department of Social Services is clear cut - it is charged with the responsibility of providing medical, financial and social services to all eligible persons living in the City and County of San Francisco. Its goal is to provide services that will prevent and cure dependency, ill-health, and social maladjustment, and develop and stimulate self-help, self-care and self-support to the greatest possible extent. The programs designed to carry out its function, some twenty-two in all, run a wide spectrum from the well known and publicized Aid to Families with Dependent Children (AFDC) program to little known programs such as Aid to Victims of Crimes and Violence and Cuban Refugee Program. It is not the intent of this committee to burden this report with much valuable information about the department which can readily be found in its Annual Report for the Fiscal Year 1966-1967, but only to highlight, analyze and forward recommendations as to the way its program is being carried out and what we see as its impact on the city as a whole. It should be clarified at this point, that unlike most of the departments of the city, the administrative and operational functioning of this department is established to a great extent by federal and state laws and regulations from whose administrations approximately three-fourths of the funds to operate the programs are drawn.

There are four areas which this committee desires to report and comment on, they are concerned with (1) staff; (2) office space; (3) systems and procedures, and; (4) caseloads and costs.

STAFF: With increases in the number of persons requiring services and assistance from the department, and with new federal and state regulations during the past four years requiring additional staff for the provisions of services and the reduction of caseloads ( which regulations became mandatory July 1, 1967), there has been a large increase in the number of employees in the Department from 479 in June 1963 to 1224 at the present time, and still the personnel problem is critical. Each year nearly one-third of the staff leaves the department which burdens the department with a great problem of continuously training new staff for their jobs. Two of the primary reasons are found in a department which is heavily staffed with female employees who leave for marriage, pregnancy or other demands of home life; the other being related to the inability of Civil Service Commission to keep up with the recruitment and examination processing with the result that a large number of employees remain on a limited tenure basis but who leave the city to take comparable jobs in other communities where the advantages of permanent tenure are offered quickly through less strained civil service administrations. The Griffenhagen-Kroeger study of the administrative structure of the department called for a recommendation of coordination and combination of the present Personnel and Staff Development activities of the department, but the funds for



## DEPARTMENT OF SOCIAL SERVICES (continued)

positions required to bring about this combination have not been provided.

**OFFICE SPACE:** The department now occupies five buildings, three of them owned by the City and two of them occupied under leases. A comprehensive report to the Board of Supervisors on the department's office space requirements was forwarded by its General Manager on September 25, 1967. This committee strongly urges a close look at the potential for increase efficiency and effectiveness of operation of this growing department by concentration of its administrative offices in the 13th and Mission Streets area.

**SYSTEMS AND PROCEDURES:** Major accounting, payroll and statistical operations and records were placed on automatic data processing equipment in 1966, and while work has continued to program additional materials for data processing, the growth of the department urgently calls for additional administrative analyst and management assistant staff to assist in the review of all systems and procedures to modernize them and adapt them, where possible, to automatic data processing.

**INCREASING CASELOADS AND COSTS:** Migration of people to San Francisco continues, and for those who are unable to take care of their basic needs, the department must accept them on their application for aid. The picture is not bright, although many large cities face similar welfare problems, the situation in the City and County of San Francisco is unique and complex. Many counties look at a major city with outlying suburban communities within its county boundaries, San Francisco faces the problem of carrying the costs of a welfare program of the city without being able to reach out beyond the city boundary for tax help from suburbia. Industry continues to leave the city, the extreme premium on land value within our city forces a rent far out of line for the type of shelter offered and beyond limits for rental allowance as set by state and federal regulations, along with many other factors contributing to the cause, the end result is that today nearly one out of ten residents in the city is being serviced by this department. In the fiscal year 1966-1967, \$15,133,896 of the city tax money was spent for social services, for the 1967-1968 fiscal year, the figure will be up to approximately \$18,500,00. At the same time while the cost is increasing to the city taxpayer, federal and state administrations are attempting to reduce their own expenditure on welfare programs and pass some of their costs to lower levels of government. The Board of Supervisors, this year, has taken a number of actions in accord with recommendations of the Social Services Commission to alleviate the burden being placed on the city taxpayer by seeking a broader tax base for the increased costs and by opposing any state or federal cuts in funds.



DEPARTMENT OF SOCIAL SERVICES (continued)

RECOMMENDATIONS:

1. To recruit qualified people for the jobs in the Department of Social Services, reduce the number of limited tenure appointments, formulate a program to reduce the staff turnover, and provide adequate staff training and personnel services within the department.
2. That the building at 1665 Mission Street should be purchased for administrative offices, and remodeled.
3. Obtain increased participation by federal and state governments in the costs of public welfare programs in light of continued in-migration trends, and industry shifts.
4. Intensify where possible, the vocational counseling and other services intended to help employable people become self-supporting.
5. The Department should be commended for the work which has been done in adapting departmental operations to automatic data processing equipment, but to keep pace with the increased requirements of the department, additional administrative analyst and management assistant staff should be provided.

Carlos Abad

Olaude Gignoux

Harry L. Cox, Chairman



SPECIAL COMMITTEE REPORT TO GRAND JURY

ECONOMIC OPPORTUNITY COUNCIL

The Economic Opportunity Council was privately incorporated on October 21, 1964 under Federal Law; Title : 42,U.S.C.A., Section 2782 (4).

The Economic Opportunity Council was undertaken by the City as a private non-profit corporation, and thereby exempt from routine investigation by the Grand Jury.

However, in view of numerous written complaints received by the 1967 Grand Jury from citizens residing in San Francisco County regarding the misuse of funds by the Economic Opportunity Council and calling for an audit of the corporation's books, this committee made inquiries into these allegations.

The committee contacted the executive director of the Economic Opportunity Council, Mr. John Dukes, and his immediate superior, Judge Joseph Kennedy of the Municipal Court. After several contacts with Mr. Dukes and Judge Kennedy we were satisfied that we had made every effort to review the allegations.

This committee was able to determine that an audit of the Economic Opportunity Council's books had been conducted by the firm of Price and Waterhouse, Certified Public Accountants, on the first day of March 1966. This audit disclosed no outstanding irregularities.

And further, a contractual agreement is now being signed between the Economic Opportunity Council and Ernst and Ernst, Certified Public Accountants, for an audit of the corporation's books covering an 18 month period between March of 1966 through August 31 of 1967. ( This audit began on November 6, 1967).

In conclusion it is the opinion of this committee that due to the nature of the Economic Opportunity Council structure, wherein the poor themselves are in control of their own programs and expenditures, that this City's poverty program began on a "crash-basis" over two years ago, that certain problems of personnel management and tight fiscal programing were unavoidable. The general business and operational practice of this community based organization left a good deal to be desired.







ECONOMIC OPPORTUNITY COUNCIL (continued)

However, it is felt that after extensive review of the current Economic Opportunity Council program, its management and general methods of procedure, that many new controls are now in use by the organization. A general tightening up is definitely in progress.

A recent admendment passed by the House of Representatives overwhelmingly voted to empower the Board of Supervisors to determine which public agency should administer the Economic Opportunity Council program.

Dominic Remaro

Ralph V. Johnson (deceased)

Lee Bart, Chairman



## HUMAN RIGHTS COMMISSION

This second year review of the Human Rights Commission by the Grand Jury reflects a continuation of interest by various committees of the Jury into all phases of community action. Since the Human Rights Commission was formed by ordinance enacted by the Board of Supervisors in 1964, only one review has been conducted by the 1967 Grand Jury.

This committee's findings are based on a substantial search of the facts connected with the Human Rights Commission's operation within the city of San Francisco. And it is the opinion of this committee that the Human Rights Commission has vitally contributed to the over-all community in the following ways:

1. By preventing tensions from erupting into violence during the past summer (1967).
2. The Commission has been successful in opening up job opportunities for hard-core unemployed by working out affirmative action agreements with management and labor. Because the training in these programs is always worked out in advance with the employer and the union, it always results in employment when completed.
3. A Neighborhood Stabilization Project called (OMI) was developed by the Human Rights Commission and is successfully functioning in the Oceanview-Merced Heights-Ingleside areas.
4. Formation of two special committees; one composed of Spanish-speaking representatives, the second a Chinatown-North Beach Advisory Group. Both committees function to bring their communities into closer contact with various government departments and agency programs.

### RECOMMENDATIONS:

In view of the in-depth study made into the activities of the Human Rights Commission, this committee wishes to recommend to the City government ways to facilitate future gains by this effective organization.

- A. Increase the staff of the Human Rights Commission as follows:
  - i. (2) community organization representatives.



Human Rights Commission (continued)

- ii. (3) community organization trainees hired from poverty areas.

This additional staff would allow the commission to work more effectively and with greater numbers of disadvantaged peoples in the five poverty or so-called target areas of San Francisco.

- B. Emergency funds should be made available to the Human Rights Commission for the purpose of cooling off tension situations as they arise.

Presently no funds are readily available for this purpose and all such monies have previously been obtained from on the spot private contributors.

- C. It is felt that greater recognition should be given the Commission by all related City based agencies. More cooperation from the civic bodies would only enhance the potential of this organization.

- D. In conclusion this committee would like to recommend to the City, that a specific sum of money be allocated for the purpose of allowing the Human Rights Commission to form and establish an official San Francisco Youth Council.

- i. This Youth Council would phase in by the summer of 1968.
- ii. Its main purpose would be to give special voice to youths who are representatives of their particular neighborhood areas; wherein grievances can be dealt with by the youth themselves.
- iii. In order that this youth council might be formed additional staff members are needed by the Commission, as follows:
  - (1) Youth coordinator
  - (2) Community organization representative
  - (3) Community organization trainees.



#### SUMMARY

It is readily obvious and apparent that the City is fortunate to have Mr. William Becker capable and dedicated man working with its community problems. And it is earnestly hoped that the added tools are given to this qualified director, whereby a greater service can be rendered to the citizens of San Francisco.

Dominic Remaro

Ralph Johnson (Deceased)

Lee Bart, Chairman





CHIEF ADMINISTRATIVE OFFICER

The Chief Administrative Officer is charged with the proper operations of such departments as the Department of Public Health, Department of Public Works, Real Estate Department and Purchasing Department.

This committee observed that the Chief Administrative Department appears to be functioning in a business like manner, therefore no recommendation is to be made.

Dominic Remaro

Ralph Johnson (Deceased)

Lee Bart, Chairman



## REAL ESTATE DEPARTMENT

The Real Estate Department is the Real Estate Agent for the City and County and is fundamentally concerned with the acquisition and disposition of real property by the City and County and its various departments. This department handles all sales, purchases, exchanges, leases or acquisitions of land by eminent domain proceedings.

An activity new to the Real Estate Department this year is the Federally Assisted Code Enforcement Program (FACE). In November of 1966 the City and County of San Francisco contracted for a (FACE) Program, as provided for in the Housing and Urban Development Act of 1965, with the Secretary of the United States Department of Housing and Urban Development.

## RECOMMENDATIONS

This Committee suggests that air space above many of the City's properties be leased to provide additional revenue to the City. Areas such as the carbarn at Geary and Presidio; Potrero at 17th; Geneva at San Jose; and Elkton Shops at Ocean and San Jose; Powell at North Point. As all Federal, State and City lands and improvements in San Francisco are exempt from local taxation, it is most important that as many rights as possible within freeway properties be restored to the assessment roll by selling such rights to private parties for development and use by them.

This Committee gives its fullest endorsement to the recommendations of our predecessor Committee of the 1966 Grand Jury regarding the considerable benefit available to the property taxpayers of San Francisco by a resolute program of developing the air space for lease purposes above many of the city's properties.

Harry L. Cox

Richard Harms.

William P. Boggio, Chairman



## PURCHASING DEPARTMENT

The Purchasing Department buys all material and supplies and orders all contractual services for all departments of the City of San Francisco; repairs and maintains various items of equipment for the City departments (except Public Utilities) and operates central "Stores" to handle and distribute materials.

During the Fiscal Year ending June 30, 1967, the Department issued 35,669 purchase orders totaling \$19,597,918. Encumbrance Request Orders raised the total purchases to \$43,293,127 for that fiscal year.

Mr. T. F. Conway, Purchaser of Supplies, is very candid in declaring that to step up the efficiency of the Department, he would like to initiate a review of long existing specifications, particularly those serving as a basis for periodic and substantial purchases, to determine if the existing specifications should be modified in the interest of economy and efficiency.

### RECOMMENDATION:

Committee recommends that the position of Supervisor, Division of Specifications, be approved by the budgetary authorities reviewing this Department's requests.

We recommend that in the upcoming budget review, the Board of Supervisors approve the establishment of this position and thereby increase the effectiveness of the Purchasing Department with resultant benefits to every office, division and bureau of the City.

Harry L. Cox

Richard Harms

William P. Boggio, Chairman



MAYOR

Grand Jury committee extends a welcome and congratulations to the Mayor-Elect, Joseph L. Alioto and wish him every success during his forthcoming term. This Grand Jury would recommend to the department heads, elected officials, and personnel of the city that they would cooperate with Mayor-Elect Alioto and give him every reasonable support.

This committee notes with approval that the Honorable John F. Shelley is meeting with Mayor-Elect Joseph Alioto to extend to him help and assistance and the benefit of his experience in the office of Mayor.

Dominic Remaro

Ralph V. Johnson (deceased)

Lee Bart, Chairman





## BOARD OF SUPERVISORS

We note with approval that the new routing of Grand Jury reports has been implemented.

The present Charter of the City and County of San Francisco was adopted and made effective some thirty-five years ago in the year 1932. Since that time many changes and additions have been made to the original Charter. These changes were presented as necessary to meet changing conditions and to afford the best possible basis for a smooth running smooth operating city and county government.

In reviewing the propositions placed on the ballot during the years since the Charter was adopted many of them had to do with Charter Changes. These changes have given a new concept to the Original Charter of 1932. In the near future there will be no doubt, other changes to be made to again meet changing conditions.

### RECOMMENDATIONS:

1. This Committee recommends that a complete study be made, in depth, of the present Charter and its applicability to present governmental problems and operations.
2. This Committee recommends that a report of this survey would be delivered to the Board of Supervisors. Then with this basic information at the disposal of the Board constructive plans could be made for the drafting of a new or revised Charter.
3. That the Board of Supervisors should give consideration and proper action toward providing the means to conduct this study in depth of the conditions of City and County Government and the need for changes and updating of the guiding instrument, The Charter.
4. That to the Board of Supervisors within a short time after the above study has been completed and reviewed by the Board, that the necessary resolution or ordinance would be passed so as to establish a Board of Freeholders to actually revise and/or rewrite the Charter for the City and County of San Francisco.



Board of Supervisors (continued)

5. It is recommended by this committee that the Board of Supervisors endeavor to reduce taxation on real property and determine other justifiable and equitable means of financing city and county government.

Dominic Remarq

Ralph V. Johnson (deceased)

Lee Bart, Chairman



### DISTRICT ATTORNEY

On a number of occasions this committee has met with the District Attorney, Honorable John J. Ferdon, along with members of his staff.

This committee would like to cite these facts in conjunction with the work of the Office of the District Attorney. In the fiscal year of 1965-1966 the Complaint Division of the District Attorney's Office handled 8,382 suspicion of felony cases involving 6,320 defendants. In contrast to this during the year 1966-1967 the Complaint Division of the District Attorney's Office handled 10,631 suspicion of felony cases, involving 7,832 defendants. This was an increase of 2,249 or almost 25% over the 8,382 of the previous fiscal year.

The District Attorney's Office is required to have Deputy District Attorneys in both the Superior and Municipal Courts. This committee then would like to cite the increased work load in the Municipal Court. The total number of Misdemeanor cases handled by the Court during the fiscal year of 1965-1966 was 34,018. In the fiscal year of 1966-1967 the total number was 38,789. This was an increase of 4,771 Misdemeanor cases in the Court.

We recommend that necessary help be provided to care for the increased case load and funds be included in the 1967-1968 budget.

Claude Gignoux

Ralph V. Johnson (deceased)

Dominic Remaro, Chairman



## PUBLIC DEFENDER

This committee has on a number of occasions during the year reviewed the activities of the Office of the Public Defender under the direction of the Honorable Edward T. Mancuso.

During the year the committee became increasingly aware of the increasing case load carried by this office. It was because of this excessive case load that the Public Defender was unable to provide from his own staff legal services to persons charged with criminal matters.

It is to be noted that persons charged with criminal matters very often are unable to engage the services of an attorney of their own choice. Consequently, they must then turn to the Public Defender for this type of service. The Public Defender, Edward T. Mancuso, being unable to provide the services because of the tremendous case load had to appeal to the courts for relief and asked that outside attorneys would be appointed to represent these people.

If the Public Defender could provide the services from his own staff the matter could be handled at a more reasonable cost than when an individual attorney is appointed for an individual case. This situation was proving very costly to the City and County of San Francisco.

The request of the Public Defender for eleven (11) additional employees is a matter that this committee supported from the first time that it was made known to them along with the conditions of heavy case loads. The seven (7) attorneys, one (1) investigator, and the three (3) legal stenographers requested by the Public Defender is a reasonable request.

This committee looks very favorably on the action taken by the Board of Supervisors on Monday, November 20, 1967, in granting the request for the eleven employees and providing sufficient monies in the sum of \$83,437 for the remainder of this fiscal year. This action by the Board of Supervisors will certainly result in a saving to the City and County of San Francisco.

It is recommended that this same situation should be repeated in the 1968-1969 budget and any need for additional personnel should be given favorable consideration.

Claude Gignoux

Ralph V. Johnson (deceased)

Dominic Remaro, Chairman





## CITY ATTORNEY

In the fiscal year of 1963-1964 - 665 new actions were referred to the Office of the City Attorney. In the fiscal year of 1966-1967 - 856 new actions were referred to this office. At the start of the present fiscal year of 1966-1967 there were approximately 1,856 actions pending in this office. As of November, 1967, 333 new law suits have now been assigned to this office and of these 197 relate to the Public Utilities Commission and the remaining 136 concern various other city and county departments.

Before a law suit can be filed against the city and county in any matter, a claim must first be filed. This is so that the city and county will have an opportunity to settle possible disputes without court action. Equally important this is so in order that the city and county may be aware of the right to some redress for persons with these claims. This procedure also allows the city and county sufficient time to make proper investigation and determine the merits of the claims.

It is also to be noted that every claim must be considered as a potential law suit. The ratio to law suits in conjunction with claims filed is that approximately one law suit results from each six claims filed. Yet, all claims must be thoroughly investigated and the law suit resulting properly prepared.

A great amount of investigations are being conducted by deputy city attorneys whose professional skills could be better applied to the practice of law and the actual trying of law suits. This committee feels that with an increase in the investigatory staff the office of the City Attorney could function with more ease and with a greater saving to the City and County.

## RECOMMENDATION

Increase the number of investigators;

An increase in legal stenographers, if necessary;

Provide additional space to relieve crowded conditions;

Consider the feasibility combining of this Law Library with that recommended for the general Law Library.

This committee commends the City Attorney, Thomas M. O'Connor and the members of his staff for the extremely fine work



CITY ATTORNEY (Continued)

they are doing for the City and County of San Francisco in handling an ever-mounting and an ever-increasing work load of legal matters.

Claude Gignoux

Ralph V. Johnson (deceased)

Dominic Remaro, Chairman



## REDEVELOPMENT AGENCY

The 1967 Grand Jury does not have investigative powers in connection with the Redevelopment Agency, nevertheless it had several very instructive meetings with Mr. Justin Herman, Executive Director, who gave a complete review of the activities of the Agency.

The San Francisco Redevelopment Agency is a political entity separate from the City and County of San Francisco, but exists solely for the purpose of performing certain functions exclusively for and/or by direction of the City and County.

In the two projects for which official redevelopment plans were most recently approved by the Board of Supervisors (Yerba Buena Center and Western Addition A-2) great emphasis was placed upon the retention of structures and their rehabilitation by their owners as of the time of approval of the plan

The Agency's activities are carried out with Federal funds. The cash appropriations by the Board of Supervisors have been limited entirely to sums required to prepare an application for Federal Assistance.

Under its contracts with the Department of Housing and Urban Development of the Federal Government the Agency borrows from the Federal Government all of the funds required for its operations. Thereafter, as project land is conveyed for rebuilding the proceeds for the sale of the land are applied against the Federal borrowing. The net cost (or loss) is shared two-thirds by the Federal Government and one-third by the City. Under the Federal financing formula, however, the City may, and has, elected to provide its one-third share of the cost through the provision of public works and facilities such as streets, water systems, schools, fire stations, health centers and the like. It should be noted that these are public works or facilities that would be provided in any event under the City's capital improvement program.

Under its present contracts with the Federal Government the Agency has available approximately \$176 million for operating costs and a commitment from the Federal Government that it will provide some \$82 million of net project cost. To date the City has been able to provide its share of net cost through the provision or pledge to provide some \$43 million in public works and facilities.

At present the Agency has five projects in execution and two in planning. Projects in execution are Western Addition



## Redevelopment Agency (continued)

Areas A-1 and A-2, Diamond Heights, Yerba Buena Center and Golden Gateway. Plans are in preparation for submission to the Board of Supervisors on the Hunters Point and Butchertown areas. Completion of the plans for these two areas is scheduled for early 1968, execution to begin later that year.

The physical work of redevelopment is complex and time consuming in itself but becomes more complex and requires longer time because of the human factors involved in every project. Project areas by their very nature contain a disproportionate number of people of very low income in need of assistance to procure decent relocation housing. The Redevelopment Agency makes use of all assistance currently available under the Federal programs including moving expenses, relocation adjustment payments to assist the elderly and other aids, but the Agency's experience is that these are still not sufficient to meet the requirements of all households.

### RECOMMENDATION:

While it is quite in order for the City and the Agency to look to Federal sources for all available aids, it would appear that the Board of Supervisors should study measures that would supplement the Federal assistance available and make more readily possible the effective relocation of all households into decent accommodations. This is a humane approach which should be taken for its own sake but the provision of additional aids to make possible the orderly and scheduled relocation of all households would provide the additional benefit of accelerating the completion of redevelopment projects, a process which takes a long period under the best of circumstances.

The redevelopment program produces added tax base and revenues for the City and consideration might be given to the allocation of some of these added revenues to provide assistance for difficult relocation households.

Added tax revenues in redevelopment projects as of the 1967-68 tax year are \$1,838,548. On completion additional annual tax revenues of \$15,356,000 are projected.

The Agency itself does not have any funds to allocate for this purpose and appropriate action would have to be taken by the Board of Supervisors. The Board and the Agency have already indicated an interest in the provision of housing for households of low to moderate income by requiring that virtually all of the land in the Western Addition Project Area A-2 and Hunters Point be reserved for this type of development. The final and logical step would be development of a program that would assist households still unable to compete economically for housing of this type.





Redevelopment Agency (continued)

Our committee knows it is difficult to please everyone involved with the Redevelopment programs, so wishes to commend the Agency in the way they are meeting controversial issues, solving most of them in a dignified and understanding manner.

The committee is proud of Mr. Justin Herman, the Executive Director and his staff for their outstanding handling of the Redevelopment program in giving San Francisco a dignified modernization it has long needed.

Thomas F. Leong

Harry L. Cox

Richard Harms, Chairman



## PARKING AUTHORITY

This committee met with Mr. Arthur Becker, Director and the following observations are made:

The Finance Committee of the Board of Supervisors recommended "phase out the authority". The fiscal budget of \$36,000 was reduced to \$18,000 as part of the phase out recommendation. Mayor Shelley recommended, however, that the reduction be reinstated. This was passed by the Board by a tie vote. The Authority could use the services of an engineer and a real estate man. However, these services are now performed by other City agencies and the results are good.

Over the past fifteen years, there has been an addition of 32,000 parking spaces in off-street parking representing an investment in excess of 50 million dollars. Being the first city in the nation to originate a new concept of parking and housing, the Authority established a housing project for the elderly over the parking lot located at 21st Street and Bartlett Street. This new concept is the using of "air rights" over city properties for housing and has been heartily endorsed by the Federal Government. The project will have 110 units for housing and parking area for over 400 cars, caring for the needs of the occupants as well as off-street parking. Another site, and to alleviate the parking situation at Polk Street, is the contemplated using of air rights over the Redding School located at Larkin and Bush Streets. If proposed plans are approved by the Board of Education this site will accommodate 40 cars. Still another site, located on Bush between Kearny and Montgomery, is proposed for the erection of a ten-story garage similar to Portsmouth Garage.

This committee feels that the Authority can operate efficiently on their present budget of \$36,000. However, it is our opinion that the Authority should have complete control of all parking problems in the City and County. The many problems of parking can be solved more easily by one department rather than many.

In closing, the Commissioners and Mr. Becker are to be commended for a job well done.

Harry L. Cox

Thomas F. Leong

Richard Harms, Chairman



## CITY PLANNING COMMISSION

Mr. Allan Jacobs, Director and his chief assistants were interviewed on several occasions.

The developments in various areas of the City and County have been planned, all downtown designs have been coordinated to fit in with B.A.R.T., and the Northern Waterfront development are being planned with the San Francisco Port Authority.

This department has been assigned planning responsibility for the establishment and maintenance of the Master Plan, a comprehensive long-term general plan for the improvement and future development and rehabilitation of the City and County. It is also providing advice in the preparation of and approving private land subdivision and development plans and public housing plans and selecting areas and developing preliminary plans for redevelopment projects. Other projects and proposals are the preparation of a plan for the South Bayshore Area, downtown zoning ordinance, transportation and the Sutro Bath.

Under the budget for the current fiscal year, the Department of City Planning is authorized a staff of sixty-two permanent employees, of these forty-four are professional, nine are clerical, six are draftsmen, and three are administrative. In addition, Federal funds provide two employees whose duties relate to the F.A.C.E. programs.

Seven positions are vacant at the present time pending appointments being made by the Civil Service Commission or by this staff under limited tenure authorization. In addition, thirteen positions are now filled on a limited tenure basis. Since individuals filling positions as limited tenure appointees must take and pass examinations when offered by the Civil Service Commission to obtain permanent status, and since examinations are not offered on a continuing basis, limited tenure employees tend to be alert to more secure job openings in the areas. As a result, the turnover of professional employees during the past year has been approximately 25 per cent.

The Department of City Planning is seriously in need of a larger clerical staff in support of the present professional staff; in addition, certain professional specialists are needed to accomplish the work program which is contemplated during the next year -- particularly in the areas of housing, transportation and urban design.

Recruitment of qualified professionals is made difficult



### City Planning Commission (continued)

by the length of time required for the completion of examinations by the Civil Service Commission; however, this problem could be minimized considerably if more attractive salaries could be offered in competition with other major cities throughout the country. Under present circumstances, the salaries offered are not sufficiently attractive to induce the best prospective employees available to "gamble" on the possibility of permanent appointment at some unknown future date; and they are more likely to settle for a "sure thing" elsewhere. (Almost always at higher pay.)

It is believed that the position of Chief Planner should be appointive rather than being filled by Civil Service examination. Sentiment is, that if the position is appointive, the best man could be secured for the job. This person immediately under the Director should have five years of Architectural, two years of Graduate work and must have a Master's degree in City Planning. The present salary is \$8,600 per annum.

Inadequate and lack of proper working space for this department were also indicated. The staff is presently housed in two separate buildings and both buildings are crowded and working conditions below standard. As a solution to alleviate the present situation, funds have been requested for the improvement of the building at 100 Larkin Street.

### RECOMMENDATION:

Miss Hemenway of the War Memorial Building should be contacted relative to renting space in that building for a unified headquarters for the department.

Director of City Planning should have the authority to appoint his immediate Chief Planner.

Pay standard of the Chief Planner should be raised to the standard of other metropolitan areas.

The Board of Supervisors is respectfully requested to approve the emergency funds to improve the building at 100 Larkin Street.

Mr. Jacobs is one of the nation's outstanding City Planners and this committee commends him for doing an extraordinary job in planning in the various areas of the City and County.

Harry L. Cox

Thomas F. Leong

Richard Harms, Chairman





## ART COMMISSION

The committee was advised that the Department of Public Works, needing additional space, moved to the old Zelinsky Building located at 165 Grove Street about October 15, 1967. This new location together with the adjacent warehouse, which is being used to store the property of the Commission, should be adequate for the time being.

The 21st Annual Art Festival was held in Civic Center Plaza from September 20th to September 24th and approximately \$5,000 was expended by the Commission for the purchase of art works to enrich city offices.

The subject of jurisdiction was discussed and the Committee was told that the Art Commission consists of (3) laymen, a painter, a sculptor, a musician, a litterateur, two architects and a landscape architect together with the chairman of the Boards and/or Commission of the Public Library, Recreation-Park, City Planning, de Young Museum, and the Legion of Honor only have the right to approve or disapprove of the design of any city structure and the design of private structures emerging onto city property, only as far as the esthetic design is concerned. The functional design and structural plans are approved or disapproved by another agency.

The Commission serves without compensation and there is only one paid employee besides the Executive Secretary.

A budget of \$26,000 was earmarked by the Chief Administrative Officer for a pilot project named Neighborhood Arts Alliance, which is to encourage the people in the City's various neighborhoods to express themselves and to meet, understand and to relate to one another. The funds were taken from Hotel Tax Funds.

Although there have been criticisms regarding the programs of the Commission, the committee feels that the Annual Art Festival with an attendance of over 200,000 in both 1966 and 1967, and the Pop Concert with attendance of over 40,000 is commendable and the record speaks for itself.

Mr. Snipper, Executive Secretary, is doing an excellent job with limited help under the direction of the Commissioners and the committee wishes to take this means to commend him.

Harry L. Cox

Thoma. F. Leong

Richard Harms, Chairman



## HOUSING AUTHORITY

The Committee was advised by Mr. Kane that changes continually occur at the Housing Authority. Last year, the changes were mostly internal - centralizing purchasing and stores for effective savings, reorganizing and reducing staff for even greater savings. This year, the changes were external - the development of new programs for the construction of modern and attractive projects, the pioneering of a Leasing and Rehabilitation program in private housing and the development of closer ties with the Authority's 27,000 tenants.

SIGNIFICANT ADVANCES: (1) Federal endorsement of "AIR RIGHTS" construction of a beautifully terraced and landscaped development for senior citizens over the 21st and Bartlett Street public parking lot. This is a new concept, San Francisco being the first in the Nation using "AIR RIGHTS" for public housing. (2) First "TURN KEY" development in Western United States, where a private developer builds a project and sells it to Housing Authority. (3) The planning of "Scattered" sites for smaller clusters of large family units in Western Addition A-2. (4) Soliciting the first-ever Federal Funds for the modernization of older housing projects. (5) Obtaining the first-ever City Funds for fix up of old war housing at Hunters' Point.

The progress, only partially meets the City's housing needs for low-income families. Some 3,100 applicants are waiting for public housing. Some have been waiting for years. Furthermore, within present housing projects, financial problems loom. Rents provide the only operational revenues, and these haven't been increased in more than six years while labor and other costs have skyrocketed. Additionally, a larger number of tenants have fallen behind in their rents, jeopardizing the maintenance and other services so vital to every project. Some five per cent are two months or more in arrears.

## RECOMMENDATION

The Leasing Program, "turn-key" and other programs for better public housing through participation of private investors and developers must be encouraged.

Rents must be collected in full whenever possible to keep the Housing Authority's financial condition out of the red. All



Housing Authority (Continued)

tenants in arrears investigated, and made to prove genuine emergencies or hardship cases, or else pay the rent due or past due or be evicted.

Harry L. Cox

Thomas F. Leong

Richard Harms, Chairman



## CORONER

Your Coroner's Committee has visited with Dr. Henry Turkel, M.D., Coroner of the City and County of San Francisco. The primary responsibility of Dr. Turkel and his very capable staff is to determine the cause of all deaths that occur under the following circumstances:

1. Suicide;
2. Homicide;
3. Accident or injury;
4. When there is a suspicion of crime;
5. When the attending physician is unable to state the cause of death;
6. When there is no medical attendance at the time of death;
7. When there has been no medical attendance or treatment within five days prior to death.

## RECOMMENDATIONS:

The Coroner must continue to operate his office independently from other City and County agencies.

When available, the use of Electronic Data Processing should be considered for this department as we feel there are many valuable statistics that could be derived from Dr. Turkel's very complete records and files.

Consideration should be given to greater utilization of the courtroom by other city departments when not scheduled for the Coroner's use.

Dr. Turkel, recognized as one of the outstanding coroners in the United States, is to be commended for the foresight shown in the planning and use of modern and up-to-date equipment and facilities in the City and County Morgue.

William P. Boggio

Curtis A. Smith

Claude Gignoux, Chairman





## WAR MEMORIAL COMPLEX

Members of the 1967 Grand Jury Committee made two tours of the War Memorial Complex during the year. We observed some of the reconstruction and improvement work being done. Our observation was that over a long period of years annual maintenance funds budgeted were wholly inadequate. As a result, wear and tear continues to exact its toll. This budgetary deficiency has been corrected to a degree and we recommend that increased maintenance and repair funds be continued.

The plans that are being proposed for construction of a 2,700-seat Concert Hall and other facilities on property located west of Franklin Street are sound and should be acted upon. This property is in the redevelopment area and should be held for this purpose.

If we are to hold our position as the Cultural Center of the West, we must act now.

## VETERANS BUILDING

In our tour of this building, we noted many fine large rooms which during daytime hours are usually unoccupied. It would appear that in the crowded Civic Center area some of this space could be utilized to better advantage.

### RECOMMENDATIONS:

It is the recommendation of this Committee that a study be conducted to determine a more equitable and rational use for the space contained within the Veterans Building.

We further recommend that the study be aimed at the feasibility of converting some of these large rooms to courtrooms, to relieve the overcrowding in the courts.

Carlos Abad

Lee Bart

H. William Herman, Chairman



## LIBRARY

It is hoped that by the time this report is published the Library Commission will have been successful in selecting a candidate for the post of City Librarian.

The Grand Jury Committee noted with interest the action by the Library to avail themselves of the use of Electronic Data Processing through the E.D.P. Center. They are presently confining their use of E.D.P. to their periodicals and magazine titles only, of which there are about 5,000. Their experience with this will help in further utilization of E.D.P., and we commend the staff for their approach.

With the designation of San Francisco as one of two Regional Reference Centers to be developed with State funds, the need for a new Main Library becomes imperative. The study entitled "Civic Center Office Space Requirements," conducted by EBS Management Consultants, Inc., published in April, 1967, suggests a site across the street from the north side of the Library on McAllister Street between Larkin and Hyde Streets. A new Library building on this site could be connected with the present Library by a tunnel under McAllister Street. We agree with this suggestion.

### RECOMMENDATION:

We recommend that efforts be made to secure the McAllister Street property as the site for the new Library building.

Carlos Abad

Lee Bart

H. William Herman, Chairman



## FINANCE AND RECORDS DEPARTMENT

County Clerk - Recorder	Tax Collector
Public Administrator - Public Guardian	Records Center
Registrar of Voters	Agricultural Commissioner
Sealer of Weights and Measures	Farmers' Market

The eight offices that are part of this Department have received the Forbes Report and, where applicable, have priorities of scheduling with the City E.D.P. Center.

The Registrar of Voters has made extensive use of E.D.P. in 1967 for the first time. The mistakes of the November election were caused by inexperienced personnel. Correct procedures used with E.D.P. will provide for correct vote counting in 1968 and future years. This is now planned by the E.D.P. Center.

Several chronic problems exist relative to the storage of records. The Records Center depends on commercial movers and private transportation for pick-up and delivery of records. This Committee believes a City vehicle would reduce cost and also give better service. A record-destruction schedule was prepared, with the help of the City Attorney as to legal requirements, and distributed to Departments that make use of the Records Center. Many Departments store records based on personal preferences. Much space could be saved if they reviewed their own records and destroyed any that at present would be of no practical use.

### RECOMMENDATION:

It is recommended that the Chief Administrative Officer be empowered by the Board of Supervisors to require an annual review by each Department using the Records Center, requiring destruction of unnecessary storage at the Records Center. The aim of this review would be to eliminate unnecessary storage, in that present storage is very close to capacity. A central storage center is necessary and is planned in the capital improvement program for San Francisco. The Civil Service Commission has not been able to furnish permanent employees as requested for several years. This has led to a high turnover rate and a loss of efficiency within the various offices of this Department.

Lee Bart

William P. Boggio

Arthur E. Stamps, Jr.,  
Chairman



## HEALTH SERVICE SYSTEM

First meeting held on Monday, July 10, 1967 with the committee and Lyle O'Connell, Executive Director.

The Health Service System maintains three health plans. One health plan for all employees would be far more practical and efficient.

The Health Plan, as of June 1, 1967, covered a total of 54,647 which included employees and dependents.

This service is operating without E.D.P.

The Health Service System and the Retirement System have a common complaint - they are not advised by Civil Service when a person is hired on a limited service basis.

The Grand Jury, as a whole, had a meeting on Wednesday, August 23, 1967, with Lyle O'Connell, Executive Director, on the subject of Data Processing.

We found Mr. O'Connell a well informed man on his duties, and the information we received from him was very helpful.

### RECOMMENDATIONS:

1. Conduct a survey to consider one health plan for all employees and dependents.
2. Consolidation of Health Service System and Retirement Board.
3. All temporary employees should take physical examinations.
4. Retirement Board members should be compensated.
5. Install E.D.P. as soon as possible.

Richard Harms

Ben Levin

Joseph E. Clisham, Chairman





## RETIREMENT SYSTEM

The Committee Members, Ben Levin and Joseph Clisham met with Daniel Mattrocce, Secretary, Anders F. Myhr, new Investment Administrator since April 1, 1967; Robert A. McCorkle, new Actuary since May 15, 1967, and Louis Wax, Administrative Assistant.

There have been two vacancies on the Retirement Board since November 1966. The vacancies were finally filled on October 26, 1967.

Due to the fact that these vacancies were not filled, the Board has been functioning with only five members- one more than the legal quorum for Board meetings. As a result, this very important Board, with \$400,000,000.00 to supervise and invest has been forced to call off or delay important meetings.

The Grand Jury, as a whole, had a meeting on Wednesday, August 23, 1967 with Daniel Mattrocce, Secretary, on the subject of Data Processing. We found Mr. Mattrocce a very well informed man on his duties, and the information we received from him was very helpful.

### RECOMMENDATIONS:

1. The System has the following numbers:- Employment, Social Security, Health Service, Retirement, Retirement number after retirement. In our opinion, Social Security number for all of the above is sufficient.
2. Retirement Board should transfer its duties as a workman's compensation board to the Health Service System.
3. Retirement Board should be re-organized by having it composed of three (3) employee members, three (3) public members, and the President of the Board of Supervisors.
4. Board members should be compensated.
5. Install E.D. F.

### CONCLUSION:

A fund of over \$400,000,000.00, growing at the rate of \$20,000,000.00 a year needs help for its one investment counselor, so that it does not get into the condition of early this year when there was no one supervising the fund. This is an intolerable situation.

The Board, as now constituted, continues to be badly criticized for its "give-away" programs on one hand, and its unrealistic attitude toward its retirees and older employees on the other.

Joseph E. Clisham

Richard Harms.

Ben Levin, Chairman



JUVENILE DEPARTMENT  
(YOUTH GUIDANCE CENTER)

The Juvenile Department Committee has on numerous occasions visited the Youth Guidance Center at 375 Woodside Avenue. Conferences were held with the Honorable Raymond J. O'Connor, Elmer Gaetjen, Chief Probation Officer and other members of the administrative and supervisory staff relative to the operation of Youth Guidance Center and the complex problems faced by this Department. The Committee also attended Juvenile Court Hearings conducted by the Juvenile Department Judge and Referees.

The Grand Jury foreman and a majority of the 19 members have attended Juvenile Court hearings and inspected the facilities in order to become more familiar with the function and purpose of the Youth Guidance Center.

Many communications have been received concerning the Center, some giving their approval of present juvenile justice procedures in San Francisco and others complaining of violation of rights of juveniles.

Representatives of organizations and individuals who are critical of the present administration of the Center have been given the opportunity to testify before the Jury as to their views on the subject. Testimony was also heard from the Chief Probation Officer of the Center, the General Manager of the Department of Social Services and the Chairman of the Juvenile Justice Commission.

After evaluating the testimony and through personal observations of the Youth Guidance Center by the individual members of the Grand Jury, we have come to the following conclusions:

The arguments pro and con which are presented in any proposed study or survey of the San Francisco Juvenile Justice system has confused every issue but one, namely, that no one appears to be satisfied with the status quo.

The Court, the administration, community organizations, action committees and individuals all support some change.

More than ever before the Youth Guidance Center facilities and the staff are now overburdened.

More effective methods must be found to combat delinquent behavior on the part of juveniles and their parents. The development



Juvenile Department (Youth Guidance Center) continued:

of a sound program to prevent juvenile delinquency, dependency and neglect require a city-wide study of the size and composition of the population; only then can effective planning be made to overcome the symptoms of social unrest. So long as an impartial study of the problem is postponed, individuals will continue to criticize the administration of the Center and without the full facts the community cannot evaluate the situation or make suggestions for improvement. Prevention, treatment and control of juvenile crime and delinquency must start with an informed and determined public, supported by professional research and guidance. A review of juvenile justice procedures will not solve all of the problems of delinquency but it is an essential place to start. The anxiety about juvenile justice is part of the increased concern over juvenile crime. Minors 15 to 17 years of age have the highest arrest rate of any age bracket.

The Youth Guidance Center, completed in 1950, on a 12 acre site is poorly designed and inadequate.

The average daily population has increased over 100%, from 160 juveniles in 1951 to 334 in 1966. Annual admissions have increased from 3,942 in 1951 to 6,961 in 1966. During the same period the probation department staff increased only 38% and the counsellor staff 47%.

The following statistical report was compiled by the Juvenile Court for the nine (9) month period January 1, 1967 to September 30, 1967. In comparison to the statistics for the same period last year a sharp increase of admissions is indicated. As an example, the intake referrals of girls under 18 has increased nearly 68%. The number of dependent and neglected children has increased over 45%.



Juvenile Department (Youth Guidance Center) continued:

San Francisco Juvenile Court - Selected Statistics.  
1967 compared with 1966 - First Nine Months.

	<u>1st 9 Months 1967</u>	<u>1st 9 Months 1966</u>	<u>Percent Change 1967</u>
<u>A. Delinquency.</u>			
1. Intake Referrals	5,798	4,354	+33.2
Boys	4,004	3,286	+21.8
Girls	1,794	1,068	+67.9
2. Petitions Filed	1,606	1,364	+17.7
Boys	1,246	1,128	+10.4
Girls	360	236	+52.5
3. Average No. Supervised *	2,071	1,805	+14.7
Boys	1,573	1,377	+14.2
Girls	498	428	+16.4
4. Average No. Out-of-Home Placement.*	362	296	+22.3
Boys	223	173	+28.9
Girls	139	123	+13.0
5. New Deliveries to CYA	130	119	+ 9.2
Boys	108	83	+30.1
Girls	22	36	-38.9
<u>B. Dependent Children.</u>			
1. Intake Referrals	1,290	1,312	- 1.7
2. Petitions Filed	588	648	- 9.3
3. Average No. Supervised.*	2,918	2,742	+ 6.3
<u>C. Juvenile Hall.</u>			
1. Average Daily Population			
Total	335.0	331.2	+ 1.1
Delinquent Boys	186.0	186.1	-----
Delinquent Girls	60.8	63.5	- 4.3
Dependents	88.2	81.6	+ 8.1
2. Admissions, Total	7,256	4,982	+45.6
Delinquent Boys	4,403	3,117	+41.2
Delinquent Girls	1,683	1,060	+58.7
Dependents	1,170	805	+45.3
3. Length of Stay	<u>DAYS</u>	<u>DAYS</u>	<u>-----</u>
Delinquent Boys	11.5	16.3	-29.5
Delinquent Girls	9.8	16.3	-39.8
Dependents	20.6	27.7	-28.9

\* Average Number under Supervision, end of month.





Juvenile Department (Youth Guidance Center) continued:

The Juvenile Court Judge, Honorable Raymond J. O'Connor, has requested the Department of Public Works to include in the 1968-1969 budget an appropriation of \$50,000 for a study of design and estimated cost of a modern, functional facility to replace the existing Youth Guidance Center.

Recommendation: That the San Francisco Planning Commission approve this item in the capital improvement building program to be made available after the current survey is completed.

This Committee has determined that the Judge of the Juvenile Court, Honorable Raymond J. O'Connor and members of the supervisory staff at the Youth Guidance Center are making a sincere effort to do a satisfactory job in spite of an inadequate facility with an insufficient number of trained personnel.

Recommendation: That dependent and neglected children be moved out of the Youth Guidance Center. The housing and care of delinquent and dependent children in the same facility cannot be justified.

The Committee has studied the State of California Probation Subsidy Program recently approved for the establishing of a unit at the Youth Guidance Center. The program initiated under the regulations of the Welfare and Institution Code by the Department of Corrections provides reimbursable financial support for education, crime prevention, psychiatric care, medical services and supervision. The objective is to encourage more home services for wards in lieu of detention. An initial appropriation of approximately \$100,000 has been approved for the Youth Guidance Center to cover the cost of building alterations, equipment and salaries of the staff.

Recommendation: That an all-out-effort be made to expedite the establishment of this diagnostic treatment center. Remodeling of the existing facilities and certification of new personnel should be given a high priority. The social and economic gains that will result are tremendous. Potential wards of the Court should have every possible advantage to become good citizens.

The 1967 Legislature, following a decision of the United States Supreme Court, authorized radical changes in Juvenile Court procedures. Now, juveniles will receive the same consideration given adults in criminal cases under the protection of the United States Constitution.

Whereas one assistant public defender has been assigned to the Juvenile Court, three additional defense attorneys will be required to defend cases heard by the Referees. They will be provided by the Legal Aid Society financed by the Office of Economic Opportunity grant.



Juvenile Department ( Youth Guidance Center) continued:

In addition, assistant district attorneys will be required for the purpose of preparing the cases and presenting the evidence for the prosecution. In order to comply with the new law additional bailiffs will be needed.

Recommendation: That a supplementary appropriation be approved for these positions.

The normal case load for probation officers should be 40 to 50 cases. Youth Guidance Center probation officers average 118 cases.

Recommendation: That this be corrected as the efficiency of the probation supervision program is impaired by the extraordinary case load.

Juveniles attend school at the Youth Guidance Center on a part-time basis due to the limited area of the classrooms. The acquisition of two portable or pre-fabricated classroom buildings should meet the requirments of the educational program.

An abnormal number of positions in the Probation Department and Juvenile Hall are held by limited tenure personnel. Civil Service examinations held six months ago (May, 1967) have not as yet produced a list of permanent and qualified probation officers and counsellors.

Recommendation: A speed-up in Civil Service certifications to fill open positions. Also, that continuous examinations be held for counsellor applicants to develop a reservoir of qualified persons for these positions.

Electronic Data Processing is not used in this department.

Recommendation: That a Statistic and Research Department be established and that in-service training in E.D.P. methods and coding be made available to key personnel.

The Juvenile Court budget 1968-1969 will request approval of new positions and the appropriation of funds for Probation Officers, Counsellors and clerical personnel.

Recommendation: Approval of these items so that the efficiency of the department may be improved and be made comparable to accepted Juvenile Court standards in California.

H. William Herman

Donald Sweet

Joseph E. Clisham, Chairman



## PUBLIC WORKS DEPARTMENT.

The Public Works Committee, through observation of activities of this Department and through discussions with its personnel, finds that certain small autonomous agencies rely wholly on the Department of Public Works for help in determining their budgetary requirements. Appropriated funds are then usually transferred to Public Works for getting the actual work done.

On occasions, due to injury or illness of a member of these small agencies, the Department has also provided badly needed assistance.

We also find that employees in the Bureaus of Architecture and Engineering are presently divided between offices located at 45 Hyde Street and the Bureau's Headquarters in the City Hall. Under this arrangement, considerable time is lost in travel and administrative control is greatly weakened. There is now, however, the possibility that the entire Bureau may be accommodated at the recently acquired City property, 240 Van Ness Avenue.

### RECOMMENDATIONS:

1. Since the Public Works Department is already deeply involved in the maintenance and repair work of the small autonomous agencies, we recommend this Department be given officially the responsibility for such work.
2. Every effort should be made to effect the move to 240 Van Ness Avenue to consolidate under one roof the two offices of the Bureau of Architecture and Engineering.
3. We further recommend that the Department of Public Works pursue with increased vigor the planting of trees on streets and avenues, in an all-out effort to enhance the beauty of our city.

Harry L. Cox

Richard Harms

William P. Boggio, Chairman



## DEPARTMENT OF EDUCATION.

The Committee has made several inspections of various schools under the jurisdiction of the San Francisco Unified School District and the following are our general impressions and recommendations:

1. The Department is doing quite a commendable job in many areas with no knowledge of this being circulated to the general public. The school department does an exceptionally fine job in the area of the physically and mentally handicapped student and has several excellent programs for the academically talented child. It also has achieved some notable success in reducing class size and developing new programs for the culturally handicapped.
2. A new Superintendent, Dr. Robert E. Jenkins, assumed the responsibilities of this office on July 1, 1967, and has brought with him tremendous enthusiasm which is evidenced all through the administrative offices. We believe every effort will be made to increase the academic level of the schools. An excellent teacher recruitment program has been started which demonstrates this new vigor and should prove very beneficial to the City.
3. We do feel, however, that there are obvious problems, both academically and socially, which detract from the educational goals and acceptability of public schools. Several studies have been made of the ways in which specific problems can be solved, the most notable being the Stanford Research Institute reports on racial integration.
4. One of the most outstanding facilities the school department offers is the John O'Connell Vocational High School and Technical Institute which trains high school students and adults in a variety of trades and occupations. Graduates are enabled to qualify for and obtain excellent paying positions and to become worthwhile members of the community. Future projections of vocational and technical education indicate a large increase of educational opportunities in this field.
5. The San Francisco Regional Educational Data Processing Center has inaugurated a pilot program of pupil personnel services in two senior high schools, two junior high schools and two elementary schools. Services have included scheduling of pupils, report cards, record maintenance and attendance accounting. Teachers have been relieved of considerable clerical work.







DEPARTMENT OF EDUCATION (continued)

RECOMMENDATIONS:

1. We would recommend that a greater effort be made to publicize the Department's special programs, and other, to engender greater public confidence in the school department.
2. We feel confident that the administration will attempt to solve the academic, social and integration problems to the best of its abilities. It should be kept in mind that the goal is to improve all areas of need, not one at the expense of another. Many approaches to the racial imbalance problem will be studied and too-quick judgements should be avoided.
3. With reference to the John O'Connell Vocational High School, encouragement should be given to students interested in a specific trade or occupation to enroll there. It is also recommended that sufficient property adjacent to the existing facilities be acquired to meet the inevitable expansion of the school.
4. The Controller's E.D.P. Section should be contacted in order to consider the eventual inclusion of the San Francisco Regional Educational Data Processing Center in its over-all E.D.P. System. The Controller's section should immediately be used to transfer now, as much personal data as possible.

Mrs. Laura F. Redmond

Joseph E. Clisham

Donald Sweet, Chairman



## HEALTH DEPARTMENT

The Department of Public Health, under the direction of Ellis D. Sox, M.D., has the enormous task of prevention and control of diseases for the City and County of San Francisco.

The influx of the low-income and indigent persons to our City has caused a great need for hospital services. There continues to be the great need for well-administered services in the field of mental health, geriatrics, acute and chronic illnesses, alcoholism, and of course emergency care.

Under the jurisdiction of Dr. Sox are five emergency hospitals, two health centers in operation located in the low-income neighborhoods with three health centers now being constructed (all should be in operation by 1969), the San Francisco General Hospital, Laguna Honda Hospital, and Hassler Hospital which is located a few miles outside of Redwood City on property owned by the City and County of San Francisco.

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### SAN FRANCISCO GENERAL HOSPITAL

San Francisco General Hospital operated as a part of the curative and therapeutic medical section of the Department of Public Health, and is basically responsible for providing acute medical and surgical care to the medically indigent residents of San Francisco. Since Medicare and Medical have become operative, however, the admission policies were broadened to allow the facilities to be used by anyone, depending on a system of priorities and available beds.

The Medicare and Medical programs have had a tremendous effect on the hospital budget and the taxpayers. Almost one half of the total hospital budget was collected from sources other than the tax rolls.

Conditions at San Francisco General Hospital are generally over crowded in the psychiatric wards, especially Building 90. Until the new hospital is completed, which should be in about five years, approximately \$250,000 will be spent for remodeling. It is recommended that this remodeling enlarging will be done at once as the situation at present is really very critical.



### San Francisco General Hospital (continued)

The San Francisco General Hospital X-Ray Department now in the remodeling process and the Mission Emergency Hospital X-Ray Diagnostic facility also in the remodeling stage should be adequately staffed.

The City Clinic for venereal diseases continues to show an alarming increase - cases diagnosed and treated for 1962-1963 amounted to 5,698 compared to cases treated in 1966-1967 of 11,336, an increase of 98%. The Clinic is located at 33 Hunt Street, within the Yerba Buena Redevelopment Project. New quarters will soon be needed, and it is heartily recommended that larger quarters be obtained and be adequately staffed to combat this most serious and alarming problem.

We recommend the San Francisco Police Department review and provide the necessary protection as there have been many cases of women entering and leaving the hospital being accosted or attacked. Also, articles have been stolen from the hospital or from automobiles.

There are many areas in the various records kept at San Francisco General Hospital where E.D.P. should be adopted.

With reference to the new General Hospital which should be completed in five or six years the question of a separate security ward for patients charged with criminal acts is also recommended in the Grand Jury Police Report. We recommend a thorough and complete survey of the feasibility of such a ward be made.

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### LAGUNA HONDA HOSPITAL

Laguna Honda Hospital was originally a residence for homeless and unemployed men of San Francisco. Through various bond issues over the years, it has grown to be a modern accredited hospital. The principal function is to provide care mainly to the aged indigent population in specialized fields of geriatrics, chronic illness, and rehabilitation. The total bed capacity is 1,835, with an average occupancy of 86%.

At the present time all nursing positions are filled as a result of salary adjustments.



### Laguna Honda Hospital (continued)

The Medicare and Medical programs will also have an effect on the Laguna Honda budget.

This hospital also is exposed to the same danger as the San Francisco General Hospital, i.e., women being accosted or attacked as well as thefts and vandalism. Previous Grand Juries have made this observation and the 1967 Grand Jury adds their recommendation that a police survey be made as to the necessary protection.

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### HASSLER HOSPITAL

Hassler Hospital, under Dr. Szu T. Tsou, is an accredited hospital, located four miles outside of Redwood City and has a 237 bed capacity.

The hospital provides good care to chronically ill patients with terminal and chronic illnesses.

There is a great need to expand the services of the Rehabilitation Department.

A vast amount of paper work connected with the patients, such as monthly checks, signatures, correspondence, etc., has been assigned to registered nurses. We recommend this type of work be assigned to clerical personnel.

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### DISTRICT HEALTH CENTERS

The City and County of San Francisco is divided into five Health Districts with a Center in each as follows:

#### Number 1 - Eureka-Noe-17th & Pond Streets

Covers Eureka Valley District, Mission District, and southern slopes of Potrero Hill. This Center was placed in full operation in 1966.





## District Health Centers (continued)

### Number 2 - Westside-Ellis & Pierce Streets

Includes Haight-Ashbury, Western Addition, Pacific Heights, and the Marina District and should be in full operation late 1967 or early 1968.

### Number 3 - Bayview-Silver & Barneveld Avenue

Includes Alemany and Hunter's Point area, slated for operation early 1968.

### Number 4 - North Beach, Mason & Broadway

Includes Chinatown, North Beach, Nob Hill, Downtown, Skid Row, and South of Market Street. Target date for opening approximately 1969.

### Number 5 - Sunset and Richmond Districts

To be located at 24th Avenue and Irving Street, which includes western border of the City, slated for operation July, 1968.

These Health Centers are operated to provide the citizens with the most up-to-date information concerning health and medical care. Clinical services are provided for:

1. Child Health - To provide well child care for infants and children of low-income families.
2. Immunization Clinics - Immunization and tubercular tests for school children.
3. Dental Clinics - Free dental care for children of low income families.
4. Cancer Screening - To provide screening of persons for cancer.
5. Family Planning Clinics - Family-planning services for married women and women over 21 years of age.

When the five Health Centers are in full operation, they will provide excellent health service to the citizens of San Francisco, mainly those in the low-income brackets.



District Health Centers (continued)

Community groups should work more closely with Health Centers in the planning and organization of services according to the needs of the residents in the area. Good communication with hospital welfare agencies and social services is most important.

It is recommended the Centers be adequately maintained and staffed.

Mrs. Laura F. Redmond

Donald Sweet

Carl S. Olsen, Chairman



## FIRE DEPARTMENT

A Fire Department is only as good as its personnel, apparatus, and equipment, and San Francisco's Fire Department is one of the finest. Chief Murray and his staff are to be commended.

The men are dedicated to their work; rarely does one leave the Department other than through retirement or death. The Fire Reserve is equally dedicated, especially since the members receive no remuneration; they train weekly, assist the Fire Department in multiple-alarm fires and, in an emergency, work under the direction of the Disaster Corps.

A Communications Command Car (the only one in the Bay Area), has been acquired, designed, and equipped by the Department of Electricity to be used in major conflagrations, but the map stacks are empty due to lack of funds.

The Bureau of Equipment attends all fires. Minor breakdowns are repaired at the scene, at the Bureau, or in quarters; major repairs of heavy-duty apparatus are performed at the Central Shops of the Purchasing Department, but the workload for the Fire Department, due to increased response to false alarms, has grown to such proportions that the Shops unsuccessfully requested in the 1967-1968 budget an additional auto machinist. It is vital that the present bottleneck be broken so that repairs may be made promptly and apparatus returned to service.

False alarms, and more than 50% of box alarms are false, are of great concern to the Fire Department, and should be to every citizen as well, as they are responsible for the loss of lives (civilian as well as departmental), loss of property, and loss of money. This percentage has been mounting every year. False alarms are totally unnecessary. Many methods to overcome this toll have been tried by Chief Murray. A single test of the Evergard "alarm-alerter," which reduced false alarms in Philadelphia by 25%, holds out high hopes. Also, all culprits should be dealt with severely; leniency, or no punishment at all, encourages rather than discourages false alarms. Furthermore, it should be a felony to interfere with firemen at the scene of a fire.

On September 12, 1967, there was a 3-alarm fire on the Hyde Street pier, and exactly three weeks later, a 4-alarm fire on the Army Street pier. It is conceivable that these two fires, separated by more than five miles of waterfront,



### Fire Department (continued)

could have occurred simultaneously. If so, or in the event of a holocaust, our sole fireboat, the "Phoenix," is grossly inadequate to cover our more than seven miles of waterfront. San Francisco needs two full-time fireboats. The Port Authority is willing to build a second fireboat (in 1960, \$600,000 was set aside for the purpose) but, unlike the "Phoenix" which is owned and maintained by the State but manned and operated by our Fire Department, the Port Authority is not willing to pay the men's salaries nor the maintenance of a second fireboat.

The City's gravity-fed, high-pressure system has saved the City considerable expense that would normally be required for "pumpers." In view of these savings, compared to other cities, San Francisco should be in a position to expend some funds on additional refinements of the Department.

The City and the Fire Department should be very proud of the latter's new headquarters at 260 Golden Gate Avenue. The Association of International Fire Chiefs, which met here in September, must have been favorably impressed, if not envious.

We recommend that the Department's Public Relation Section obtain publicity for the little-known nonfirefighting aspects of the Fire Department, briefly: rescue, resuscitation, fire prevention and investigation, plant protection, survey of movement of combustible and radioactive material through the City by truck, and its close co-operation with the Disaster Corps to which three of its men are assigned.

ADDITIONAL AUTO MACHINIST AT CENTRAL SHOPS: That this new employment, assigned to heavy-duty fire apparatus, be granted when it reappears on the 1968-1969 Purchasing Department budget to expedite the repair and return to service of vital fire apparatus.

Recommend that consideration be given to the Department's request for Sanborn Maps showing the location of standpipes, stairways, and elevators within each building and its construction, for the stacks within the new Communications Command Car. The relaying of this information by the attending Chief, through the two Chief's Operators at the radio controls, would be invaluable to the men in quickly extinguishing fires and, subsequently, the saving of life and property.

This recommendation should first be cleared with the E.D.P. Section of the Controller's Office, since long-range plans of that group envisage computerized information of like nature.





Fire Department (continued)

Recommend that a thorough test be made of the Evergard "alarm-alerters" in the high incidence areas of the City.

Recommend that negotiations be continued with the Port Authority in an effort to obtain a second fireboat. This should help to assure a Class I rating for the Department.

To paraphrase a portion of Jack Valenti's speech, when he was Special Assistant to President Johnson, "I sleep each night a little better because Lyndon Johnson is my President"; we in San Francisco should sleep each night a little better because Bill Murray is Chief of our Fire Department.

H. William Herman

Carl S. Olsen

Laura F. Redmond, Chairman



## DEPARTMENT OF ELECTRICITY

The responsibilities of the Department include the operation of the Fire Alarm System and Central Fire Alarm Station; maintenance of Police and Fire Department wire and radio communications systems; maintenance of radio systems used by all City Departments; maintenance of the traffic signal system and maintenance of on-street parking meters and parking meters in off-street neighborhood parking lots. The Department is responsible for the installation of the above, except that of traffic signals which is let on contract.

There has been a tremendous increase in the workload in all areas of responsibility within the Department. In addition to the increases caused by relocation of underground facilities as a result of BART construction; Freeway construction, the increase caused by doubling the rate of conversion of overhead to underground facilities (2-1/2 miles to 5 miles per year projected); there have been increases caused by damage to the Department of Electricity cable facilities at the numerous construction sites in San Francisco; there have been expansions in both Police and Fire Department radio systems; increases in the number of traffic signals and increases in the number of parking meters.

During the year the Department completed a Communications Command Car for the Fire Department to be used at major conflagrations; added an additional channel to the Police radio communications system, and equipped a Communications Command Car for the Police Department to be used at major incidents. A mobile Communications Center for the Disaster Corps is nearing completion and will soon be available as backup for the Department's Central Radio Station should that station be damaged or destroyed.

### RECOMMENDATION:

Favorable consideration be given to the 1968-69 budget request for additional personnel (as requested, but disallowed, in their 1967-68 budget) to offset last year's reduction from 8 to 7 hours in the workday for certain electrical crafts and painters; without an increase in the number of employees. Through diligence, efficiency and hard work the Department endeavors to provide the same high standard of service and maintenance but, those least essential to public safety, have suffered as corners have been cut whenever possible.

That the Department be allowed to proceed with the installation of a new radio band within the Department of Public Health, to make possible a 2-way emergency communications system between San



Department of Electricity (continued)

Francisco General Hospital, Emergency Hospitals and ambulances while en route, eliminating the delay of routing through the Police Department. This request has been included in the Department of Public Health's budget for many years, but disallowed. Such a band would enable a doctor to give immediate instructions to the ambulance steward who, in turn, could alert the hospital of the nature of the case so that special facilities would be in readiness upon arrival.

It is the consensus of the Committee that the Department of Electricity, and in particular its General Manager Burton Dougherty, be commended on a job well done despite inadequate funds and personnel.

H. William Herman

Carl S. Olsen

Mrs. Laura F. Redmond, Chairman



HETCH HETCHY SYSTEM

SAN FRANCISCO WATER DEPARTMENT

Several inspections have been conducted of the Hetch Hetchy System, San Francisco Water Department and related facilities.

It is the opinion of this Committee that the Departments are efficient and are operating its wide spread properties in the best interest of the citizens of San Francisco.

Ben Levin

Curtis A. Smith

Ralph V. Johnson (Deceased)





## DEPARTMENT OF THE SHERIFF.

This Committee has made a number of visits to the Office of the Sheriff, Matthew C. Carberry, and the facilities under his jurisdiction. This Department has many diversified duties and problems and it takes close work and cooperation on the part of all of the members of the staff - office force, clerical help, sheriffs, and bailiffs - to produce satisfactory results. This Committee makes the following recommendations:

### RECOMMENDATIONS:

1. That Necessary personnel be budgeted.
2. Approval for purchase of partitioned plates to be used in Jails No. 1 and No. 3.
3. Approval to purchase new and the replacement of old Hot Food Carts.
4. Approval to purchase additional mattresses for the Women's Divisions.
5. Provision of medical supplies at Jails No. 1 and No. 2 and/or the additional funds with which to purchase these supplies.
6. Reference has been made to the increased efficiency in staff of the department and this committee would recommend that a closer cooperation should be maintained. This is not in any way critical of the staff.
7. Inmate Welfare Fund should have close supervision at all times and firm accounting procedures adhered to.
8. Two-way radio equipment to be installed in all vehicles operating under this department.
9. Hard hat equipment for personnel assigned to the transportation of persons.

Claude Gignoux

Ralph V. Johnson (deceased)

Dominic Remaro, Chairman



R E S O L U T I O N

Recommending Revision of the City Charter.

WHEREAS, Practically every city department finds some crippling and out-dated rule in the City Charter to delay or forbid achievement of results; and,

WHEREAS, The present Charter has been amended continually and haphazardly over the years to a point that its application is extremely difficult; and,

WHEREAS, The City of San Francisco must lead, not follow, other newly-formed City Governments in Civic Affairs if it is to survive; and,

NOW, THEREFORE, BE IT RESOLVED: That the Mayor, Board of Supervisors, and other Officials in City Government, as may be deemed necessary, take firm and decisive action to completely revise, update, and simplify the existing Charter so as to make it a usable, modern and understandable document; and,

BE IT FURTHER RESOLVED: That each department and/or Section of the City Government be required to submit such newly written sections to the charter that they feel will contribute toward progress; and,

BE IT FURTHER RESOLVED: That all such newly written suggested sections be carefully and open-mindedly considered as replacements for existing sections by the revising authority.

Passed and adopted this eighteenth day of December, 1967

by the Members of the 1967 San Francisco County Grand Jury,  
assembled in regular session.

Mrs. Grace L. Anderson, (signed)  
Mrs. Grace L. Anderson, Secretary

Norbert L. Lyon, (signed)  
Norbert L. Lyon, Foreman.



## MUNICIPAL RAILWAY.

This Committee has met with Mr. Vernon W. Anderson and have inspected some of the facilities of the Department.

### RECOMMENDATION:

That the Public Utilities Commission and/or the Municipal Railway establish and implement a program of public information designed to make the impending and badly needed bond issue a success. The recently completed study should be constantly publicized so as to implant in the mind of every voter the advantages of a modern, integrated transportation system. One picture is worth a thousand words. The Bay Area Rapid Transit District made, and are continuing to make good use of this old rule. Our Municipal Railway should take the same approach.

We further recommend that the fare be raised in the very near future in order to provide much needed revenue for interim expenses of maintenance of all types. The need for this is readily apparent to all riders and should be readily accepted as in other progressive cities.

In closing we should like to commend the Department for the completion of the refurbished Cable Car Barn. This is a welcome and eye pleasing addition to our city.

Ben Levin

Curtis A. Smith

Ralph V. Johnson, Chairman (deceased)



## DISASTER CORPS

The Disaster Corps is concerned with preparedness for, and emergency operation during and following, war-caused, man-made and natural disasters. The Corps is not well known and its activities receive no advance publicity so as to prevent picketing by the "anti-Vietnam" element and those opposed to any form of Civil Defense. Conditions are so bad that the Director cannot park his car on the street, nor can any employee with a car marked "C.D." (Civil Defense). Kaiser, a private hospital, was recently picketed because Disaster Corps material is stored on the premises. Therefore, the Corps must rely on intelligent word-of-mouth notice prior to any drills and demonstrations.

The Federal Government contributes approximately 50% of the Corps' budget, so its net operating cost is minimal.

While the office of the Corps is located in the Hall of Justice with a staff of nine, of which five are clerical, the Emergency Operating Center is in the basement of the Juvenile Probation and Youth Guidance building which wants the space for its own use as the center is overcrowded. The Corps has requested that, when the new San Francisco General Hospital complex is built, space on the property (not included in the bond issue) be set aside to house the Emergency Operating Center.

A mobile Communications Center for the Corps will soon be available as a backup for the Central Radio Station of the Department of Electricity should that station be damaged or destroyed. Together with the Fire Department, the Disaster Corps is awaiting the time when Electronic Data Processing is operating 24 hours a day 365 days of the year.

### RECOMMENDATION:

That the City and County consider establishing a hospital-radio-network tying in all Medical facilities consisting of our 27 major hospitals.

Director Conroy has done an outstanding job, with little public recognition; he was appointed by a former mayor, and it is the hope of this Committee that the incoming Mayor retain him.

H. William Herman

Carl S. Olsen

Mrs. Laura F. Redmond, Chairman





### PERMIT APPEALS BOARD.

The Grand Jury recognizes the importance of the appeals board as a very necessary and vital part of the organization of the city and county government.

This board was formed in keeping with the city's system of checks and balances, to prevent the possibility of unjust administration of the city's code and statutes.

The citizens may appear before the board to appeal the denial of a permit or license from any city department, without retaining expensive legal counsel.

By an affirmative vote of four out of five members the board may over rule or concur with the city department denying the permit.

It is the opinion of this committee that the Board of Permit Appeals is making a sincere effort to be just in their findings.

### RECOMMENDATION:

The Board of Permit Appeals should continue to function as an independent body of laymen, with its main guideline being public safety as well as a just interpretation of codes and regulations for all concerned.

Carlos Abad

Lee Bart.

H. William Herman, Chairman



## CIVIL SERVICE.

While Mr. George J. Grubb approved of most of the recommendations of the 1966 Grand Jury, there was apparently no effort made to put them into effect.

Due to the fact that there is no physical examination given to temporary employees until these employees are made permanent, we have cases where tubercular, temporary employees are sent to San Francisco Hospital as employees.

Labor turn over is very heavy.

Our impression is that there has been no basic improvement over the reports of the 1965 and 1966 Grand Juries. E.D.P. equipment is badly needed. Further investigation showed that, from the complaints from all parts of City Hall, no progress was being made to improve the hiring practices for employees.

It was therefore decided to have a meeting with the manager, Mr. George J. Grubb, to discuss what the use of Data Processing could do to improve the situation. The Grand Jury requested. Mr. Grubb to appear before them on August 23, 1967. Mr. Grubb said that as his vacation began on August 18, 1967, he would be unable to appear, and would send Mr. Harry Albert, Assistant General Manager. Because we felt things in Civil Service were going from bad to worse, we decided to have Mr. Grubb appear before the whole Grand Jury on October 18, 1967.

After this meeting, which confirmed the serious condition of Civil Service, it was decided to send for the Civil Service Commission. This was done on November 1, 1967.

Commissioners John L. Molinari, Yori Wada, and William Kilpatrick testified. Their testimony was shocking, substantiating the presence of bad management in many phases, and general incompetence.

On September 16, 1967, Mr. George J. Grubb wrote a letter to Mayor John F. Shelley in which, among other things, he told the Mayor:

"After a review of the existing organizational structures of the Commission Office, the General Manager, Personnel, recommended a reorganization of the department by re-defining the activities and functions of the several divisions. The purpose of this reorganization was to increase the efficiency of operation, reduce the span of control, and facilitate the co-ordination of the various functions of the office."



## CIVIL SERVICE, (Continued)

This re-organization was effective July 1, 1966, and included a re-titling and amendment to the following classifications:

<u>From</u>	<u>To</u>
Personnel Director, In-Service Activities.	Assistant to General Manager, Personnel.
Director of Classification and Pay	Director of Management and Employee Service.
Chief Personnel Examiner	Assistant Director of Recruitment and Examinations.
Chief Personnel Analyst	Assistant Director of Management And Employee Services

Despite these changes on July 1, 1966, Mr. Grubb, testifying before the Grand Jury on October 18, 1967, said, "My problems are greater than ever before."

In his report to the Grand Jury, by letter of November 21, 1967 Commissioner William Kilpatrick said there were 18, 500 permanent positions on July 1, 1964, 19, 458 on July 1, 1965, and 20,339 on July 1, 1966. No figure for July 1, 1967 was given.

### RECOMMENDATIONS:

1. The Commission should be increased to five members.
2. The Commission should have experts from large industry as members of the board at all times.
3. Recruitment of City employees may be improved by the following changes in Civil Service Commission procedures:
  - A. Abandonment of the so-called "Rule of One", and substitution of the "Rule of Three".
  - B. Contracting for the I.Q. portion of the Civil Service Examinations.
  - C. A change in the composition of the Civil Service Commission Oral Examining Board.

Suggestion [A] would require amendment to Charter Section Number 148. We furthermore recommend that a complete review of Civil Service procedures be made in order to introduce some modern methods of obtaining and processing new personnel. The archaic and ritualistic "Rule of One", and the crippling and time-consuming "Protest" system must be abolished if we are to obtain any semblance of efficiency in this phase of city government. City Department heads must have the power to select the best employee for the job at hand. How else can they run a department?



CIVIL SERVICE (Continued)

CONCLUSION.

A Civil Service with a payroll of \$300,000,000, to supervise, that is over 300 examinations behind, that has a labor turnover of 20%, and is faced with a lawsuit or protest from someone virtually every time an examination is held, and one which is the cause of confusion and delay in practically every City department should not be allowed to continue to operate under the hopeless management it currently has.

1. The Commission should remove George J. Grubb as General Manager.
2. The Commissioner William Kilpatrick and Yori Wada should turn in their resignations.
3. The new Mayor, Honorable Joseph Alioto, should appoint a new commission consisting of one member each from organized labor and employers, with John L. Molinari as the public member.
4. The new Commission should then hire a new General Manager from industry, who has had experience in hiring large number of employees.
5. The new General Manager should then make what administrative changes are necessary and ask for charter amendments where they are called for.
6. The changes recommended above would help begin to correct the impossible conditions now existing in Civil Service.

Joseph E. Clisham

Richard Harms

Ben Levin, Chairman





TREASURER.

The Committee has met with Mr. John J. Goodwin and have reviewed with interest the monthly cash audits performed on this Department by the Controller's Staff and others. The Department is unique in its operations and we find it difficult to compare with any other operation in most aspects.

RECOMMENDATION:

Delays in the opening of Safe Deposit Boxes of deceased persons due to shortages of manpower in the Department Investigators Staff should not be tolerated. This is a routine and simple service and, although required by legal processes, it should not be allowed to disintergrate into additional "Red Tape" and forced on a public already confused and in difficulties because of the death of a relative. Here is a situation where the Civil Service should fill manpower needs promptly

Arthur E. Stamps, Jr.,

Dominic Remaro

Curtis A. Smith, Chairman









